



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-3

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CJCSM 3430.01

31 July 1996

## CRISIS STAFFING PROCEDURES OF THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

- References:
- a. CJCSI 3410.01 Series, "Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff"
  - b. DOD Directive 3020.36

1. Purpose. The Crisis Staffing Procedure (CSP) of the Chairman of the Joint Chiefs of Staff provides guidance and establishes procedures to be used by the Joint Staff, agencies responsible to the Chairman of the Joint Chiefs of Staff, and collaborating DOD and Federal agencies in crisis situations.

2. Cancellation. MJCS 7-88, 25 January 1988, is hereby canceled.

3. Applicability

a. The procedures outlined in this document apply only to operations at the Pentagon and NMCC relocation sites. The CSP have only limited application to NMCC Site-R because of limited accommodations for increased staffing. The provisions of this document will apply to crisis-related matters. Other crisis matters that may not be specifically addressed here will be processed in accordance with the appropriate CJCS directives.

b. The Crisis Action Team (CAT) organization is applicable to the Joint Staff, with flexible staffing and augmentation from the Services and Defense agencies as the situation dictates. Action officers (AOs) from the Services, Office of the Secretary of Defense (OSD), and Defense agencies are assigned as required to provide a single point of contact to assist in coordinating actions.

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4. Responsibility and Procedures. Responsibilities and procedures to support crisis staffing for the Chairman of the Joint Chiefs of Staff are set forth in the enclosed plan.

5. Summary of Changes. The revised plan:

a. Updates personnel manning requirements for crisis staffing organizations.

b. Deletes redundant information concerning relocation to Site-R, which is also contained in CJCSI 3410.01, "Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff," 1 June 1993.

c. Corrects information concerning staffing and command relationships for the Services and unified commands.

d. Clarifies procedures and more succinctly presents information concerning crisis staffing organizations and actions.

e. Incorporates lessons learned from Operations DESERT SHIELD, DESERT STORM, and VIGILANT WARRIOR.

6. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

/Signature/  
CARLTON W. FULFORD, JR.  
Major General, USMC  
Vice Director, Joint Staff

LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSM 3430.01. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

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## RECORD OF CHANGES

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OF THE  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

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## CHAPTER I

### GENERAL

1. Purpose. To prescribe the crisis staffing procedures to be used by the Joint Staff, agencies responsive to the Chairman of the Joint Chiefs of Staff, and collaborating DOD and Federal agencies in crisis situations.

2. Crisis Staffing Organizations

a. Representatives of the Joint Staff and Service staffs, as well as representatives from OSD and other Defense and Federal agencies, are functionally grouped in crisis staffing organizations to facilitate the prompt development of coordinated military recommendations to the NCA, the Chairman of the Joint Chiefs of Staff and JCS. The crisis staffing organizations utilized depend on the magnitude of a crisis situation from normal operations to a large-scale conflict involving US and coalition forces. In ascending order of magnitude, these organizations are:

- (1) NMCC Operations Teams (OTs).
- (2) Augmented NMCC Operations Teams.
- (3) Joint Staff Response Cells (JSRC).
- (4) Crisis Action Teams with Action Officers (CAT•AO).
- (5) Crisis Action Teams with Liaison Officers (CAT•LO).
- (6) Operations Planners Group (OPG).

b. Activation, termination, and staffing requirements for each of these organizations are found in subsequent sections of this instruction.

3. Procedures

a. This document provides three sets of procedures for staffing crisis action organizations. Implementing the procedures or activating any of the organizations listed below initiates crisis staffing within the Joint Staff.

- (1) Chapter III, "Situation Development and Crisis Monitoring," delineates functions and organizations that conduct daily worldwide situation development and those

that may be activated in minor crises or in the emerging phase of more serious situations. These crisis organizations (NMCC OTs, augmented NMCC OTs, and Joint Staff Response Cells) form the basic elements upon which all crisis staffing is structured.

(2) Chapter IV, "Limited Crisis Response," addresses crises that require increased attention of the Chairman of the Joint Chiefs of Staff and the Joint Staff, but do not require Emergency Operating Procedures (EOP) implementation. A CAT•AO at this stage primarily includes action officer representation from the Joint Staff, and limited representation from the Services and appropriate agencies.

(3) Chapter V, "Emergency Operating Procedures," prescribes the procedures used in major crises to ensure rapid and reliable advice and recommendations to senior decision makers. When EOP are in effect, the Services, when directed by their respective Service Chief, agencies and all organizations that support CJCS may organize response cells, to provide immediate support to planners advising CJCS. Joint Staff organizations activated under EOP can include a Crisis Action Team with liaison officers (CAT•LOs) from the Services and agencies (LOs in this CAT are defined as Planner•level officials), and an Operations Planners Group. The OPG is an organization of flag officers/general officers (FOs/GOs) assigned from the Joint Staff and Service Planners with the expertise and authority to make immediate decisions.

b. Established organizations, responsibilities, and day•to•day procedures continue in effect and are changed during a crisis only to the degree required to meet time constraints and needs of the situation. When necessary, normal staffing procedures will be modified for crisis•related matters as prescribed here or as directed by the Director, Joint Staff (DJS).

#### 4. Applicability

a. Crisis Staffing Procedures (CSP). The procedures outlined in this document apply only to operations at the Pentagon and NMCC relocation sites. The CSP have only limited application to NMCC Site-R because of limited accommodations for increased staffing.

b. Crisis Staffing Relationships to Existing CJCS Directives. When a JSRC, CAT, or OPG is activated, or EOP are implemented under these procedures, the provisions of this document will apply to crisis-related matters. Other crisis matters that may not be specifically addressed here will be processed in accordance with the appropriate CJCS directives.

c. Crisis Action Team. The CAT organization is applicable to the Joint Staff, with flexible staffing and augmentation from Services and agencies as the situation dictates. Action officers (AOs) from the Services, OSD, and Defense agencies are assigned to the CAT to provide a single point of contact for specific Service or agency matters and assist in coordinating actions.

d. Emergency Operating Procedures. EOP and the associated crisis staffing apply to the Chairman of the Joint Chiefs of Staff, Joint Staff, Military Services, agencies responsive to the Chairman of the Joint Chiefs of Staff, and the NMCS. The procedures also make provisions for participation by OSD, Defense agencies, and other Government agencies.

5. Exercises. CJCS will periodically direct exercises of the CSP. Exercises will be designed to require participation of as many of the organizations encompassed by these instructions as possible, and exercise positions should be filled by actual incumbents and alternates. In some cases, composition of the organizational elements will be prescribed in directives pertinent to the particular exercises. Director, J•3 will be responsible for coordinating required training with Director, J•7.

6. Security. Personnel assigned to crisis staffing elements in accordance with this instruction must meet security clearance criteria outlined in Chapter VI.

7. Relocation. Normally, EOP will be implemented within the Pentagon. If relocation is subsequently directed, EOP staff elements will relocate to the designated relocation site. Reference a contains detailed information concerning relocation.

8. Room and Telephone Assignments. A directory of room and telephone numbers (nonsecure and secure) for EOP staff elements at the Pentagon and at the relocation site will be published and distributed as early as possible by the Directorate of Management in coordination with J•3. These assignments will be updated and distributed to interested agencies as changes occur. For

exercises, telephone numbers and room assignments may be changed in coordination with the Directorate of Management to provide accommodations for exercise operations.

9. Implementation. Joint Staff directorates and agencies responsive to the Chairman of the Joint Chiefs of Staff will forward a copy of their implementing instructions to the Director, J•3, Joint Staff (ATTN: J•3/NMCC Operations and Systems Division). Other DOD and Government agencies are requested to forward a copy of their implementing instructions to the Director, Joint Staff.

10. Revisions. Recommended revisions to this instruction should be submitted to the Director, J•3, Joint Staff.

## CHAPTER II

### ROLES AND RESPONSIBILITIES

#### 1. Chairman of the Joint Chiefs of Staff

a. CJCS will monitor crises and, subject to the authority and direction of the President and Secretary of Defense, will provide combatant commanders NCA direction for the employment of US Armed Forces.

b. When EOP are in effect, the CJCS will meet with the JCS, Service Operations Deputies (OpsDeps), and Chairman, Crisis Action Team/Operations Planners Group (CCAT/OPG), as required.

#### 2. Military Services. When CSP are implemented, each Service will provide personnel as delineated in Chapters III, IV, V and VIII.

#### 3. Operations Deputies

a. Organization. The OpsDeps consist of a senior general or flag officer from each Military Service who is a coequal member to the Director, Joint Staff (DJS). Normally, the DJS acts as chairman of the group and makes independent viewpoints available during deliberations. The OpsDeps include:

(1) Director, Joint Staff.

(2) Deputy Chief of Staff for Operations and Plans, US Army.

(3) Deputy Chief of Naval Operations (Plans, Policy, and Operations).

(4) Deputy Chief of Staff, Plans and Operations, US Air Force.

(5) Deputy Chief of Staff for Plans, Policies, and Operations, US Marine Corps.

(6) Chief, Office of Law Enforcement and Defense Operations, US Coast Guard (when matters involving the Coast Guard are under discussion).

(7) Each Service may provide at least one officer, if desired, to assist its OpsDep.

b. Functions

- (1) Monitor the current situation and advise the CJCS.
- (2) Consider and act upon certain matters within OpsDeps' cognizance to enable the CJCS to devote time to the most urgent matters.
- (3) Evaluate the requirements for and provide guidance to the JS concerning selection, coordination, content, and time of presentation of critical matters to the CJCS and higher authority as appropriate.
- (4) Recommend agenda items and time of presentation to the CJCS for consideration by the CJCS and the NCA.
- (5) Review, as appropriate, those presentations intended for the CJCS.
- (6) Consider recommendations of the CCAT/OPG.
- (7) Direct the CCAT/OPG to take action required on matters approved by the OpsDeps, the CJCS, and higher authority.
- (8) Undertake such other functions as may be required to assist the CJCS in discharging statutory and assigned functions.

4. Director, Joint Staff

- a. As a coequal member and chairman of the OpsDeps, establish meeting schedules, provide the agenda, take part in deliberations, and make independent viewpoints available.
- b. Supervise and provide guidance to the directorates and supporting agencies of the Joint Staff and DIA (with respect to the provision of intelligence staff support to the Joint Staff) and delegate such administrative authority to the heads of the above agencies as appropriate.
- c. Assist the CJCS or the Vice Chairman of the Joint Chiefs of Staff (VCJCS) in discharging organizational and managerial responsibilities, including developing and publishing appropriate procedural guidance to govern execution of these procedures.
- d. Take appropriate action to ensure full and effective coordination by the agencies of the JS with appropriate offices of OSD and other DOD agencies.



- e. Act as a liaison between the CJCS and the various nonmilitary Government agencies (Interagency Process).
- f. Request that DOD agencies and other Government agencies and activities provide such information and assistance as may be required.

5. Secretary, Joint Staff (SJS). In accordance with the Secretary, Joint Staff charter, the SJS will:

- a. Prepare for and attend meetings with the Chiefs of the Services, record the proceedings, take such action as may be appropriate to implement the decisions of the CJCS (in coordination with the CCAT/OPG).
- b. Supervise and coordinate administrative support while meeting with the JCS.
- c. During a CAT, provide one NCO (grade E-6 or E-7) per shift to serve as a conference room attendant within the NMCC.
- d. Responsible for formally assigning and tracking actions in coordination with the CAT EA relating to the crisis.

6. Director for Operations, J-3. The Director, J-3 is responsible for supporting the CJCS by relaying appropriate operational direction to the unified commands as required. In accomplishing this, the Director, J-3 maintains responsibility for the operation of the NMCS when the CAP are implemented and provides support as follows:

- a. Establishes and publishes detailed procedures for operating and implementing the organizations outlined in these procedures.
- b. Directs the continuous monitoring and evaluation of the worldwide situation to ensure timely identification of those situations that may warrant action of the CAT/OPG, OpsDeps, JCS, CJCS, or higher authority.
- c. Assumes primary responsibility for completion of DEFCON actions directed by CJCS, keeping the CAT/OPG, sub-cells of the CAT/OPG, OpsDeps, and appropriate elements of the CCG informed.
- d. Develops recommendations for the OpsDeps regarding the agenda for emergency conferences.

e. Ensures the NMCS alternate command centers are continuously updated on the situation and receive current action information in preparation for assuming the role of the primary command center.

f. Establishes the means where key members of OSD, the Joint Staff, Services, other agencies, and CSP staff elements may obtain periodic updates on the current situation.

g. Ensures that a Status of Actions (SOA) report is developed and instituted at the outset of a crisis.

h. Ensures that a mechanism is in place to maintain a chronological log (chronolog) of significant events from the outset of a crisis throughout CSP operations.

7. The Joint Staff. When CSP are in effect, directors of JS directorates continue to be responsible to the DJS for their directorates and to be the staff action elements for routine matters and major crisis issues for the CJCS. In this regard, all directorates will:

a. Establish full directorate support on a continuous basis to initiate and complete staff actions and provide the administrative support for which they are responsible.

b. Respond to requests from the JSRC/CAT/OPG for the preparation of directives and recommendations.

c. Monitor SOAs and prepare staff recommendations on assigned subjects for presentation to the OPG, OpsDeps, JCS, CJCS, and the NCA.

d. Through the JSRC, CAT/OPG, coordinate appropriate actions with OSD, Services, and DOD agencies to ensure their considerations are included in the proposed response to the crisis.

### CHAPTER III

#### SITUATION DEVELOPMENT AND CRISIS MONITORING

1. Initial Support During Crisis Development. In the early stages of a crisis situation, or as a relatively low-level crisis develops, there are two crisis action organizations which can be employed: the NMCC OT and the JSRC. The NMCC OT will normally be the first to be alerted during the initial stages of a crisis. If a particular crisis requires a degree of expertise beyond that found in an OT, or if the staffing needed to adequately manage the situation is greater than that present in an OT, the on-duty OT can be augmented by subject matter experts from other OTs or JS personnel. As a crisis develops which requires continuous monitoring beyond the capability of an augmented OT, a Joint Staff Response Cell will be activated to provide extended full-time staffing.

a. National Military Command Center Operations Team. The NMCC is the primary military command center supporting the NCA in the operational direction of the US Armed Forces. The NMCC will be staffed by an OT on a 24-hour-a-day basis to monitor the worldwide situation, report significant activities, and take necessary actions as directed by the President, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff.

(1) The NMCC will be continually supervised by a Deputy Director for Operations (DDO). The DDO (NMCC) will be a general/flag officer who represents the Director for Operations (J-3), Joint Staff, and the Chairman of the Joint Chiefs of Staff. Other Joint Staff directorates will provide designated duty officers to assist the DDO (NMCC) as required, to include during non-duty hours:

(a) All Joint Staff Directors, the Secretary, Joint Staff, and the Officer in Charge, Joint Staff Information Services Center (JSISC) will designate duty officers to represent them after duty hours, on holidays and weekends.

(b) Each of the above organizations will provide the DDO (NMCC) and the Office of the Director, Joint Staff (ODJS) rosters of duty officers using Joint Staff Form 71. The directorate or division concerned will notify the NMCC and ODJS when changes occur.

(c) Duty rosters will provide the DDO (NMCC) with the name, home telephone number, and pager number or

location for all non•duty hours (nights, weekends, or holidays). It is the duty officers' responsibility to ensure that this information is correct and available prior to the start of any non•duty period.

(2) During the initial stages of a crisis situation, the NMCC becomes the focal point for crisis•related matters and assumes certain responsibilities for crisis staffing and management in addition to normal daily activities. The NMCC will start a chronological log (chronolog) on all significant events during early stages of crisis development.

b. NMCC Augmentation. When a minor crisis exceeds the capability of a normally staffed NMCC OT, the DDO (NMCC) may request augmentation of the NMCC OT(s) on duty. The Director, J-3 is authorized to direct support from within the Joint Staff as necessary. This augmentation is to be used to provide additional staffing or subject matter expertise only.

c. Joint Staff Response Cell (JSRC). Crises may emerge that require continuous monitoring at a level of staffing that exceeds the capability of an augmented NMCC OT. In these situations, the Director of Operations will recommend to the Director of the Joint Staff that a JSRC be formed to provide full•time staffing by qualified personnel. A JSRC is typically formed in the Current Situation Room (CSR), but may be formed in other locations within the Joint Staff area at the discretion of the Director, J-3.

(1) The JSRC shall be supervised by the Director, J-3 to monitor a crisis and take action on problems and issues as directed by higher authority.

(2) The composition of the JSRC will be commensurate with the level of anticipated response. The Director, J-3 may tailor each JSRC to ensure its effectiveness.

(3) Joint Staff directorates will assign qualified personnel to staff and support the JSRC as requested by the Director, J-3. Specific requirements may be tailored to the crisis by the Director, J-3. Notional staffing requirements for Joint Staff directorates and agencies are as listed in Table III-1. Variances to requirements listed therein will be issued as part of the establishing directive.

(4) Coincident with forming a JSRC, a Data Information and Coordination Office (DICO) will be formed. The DICO

will provide the single point of contact to coordinate ADP, communications support, and information requirements for crisis elements during crisis operations. The Chief, DICO, will report to the Team Chief and will be prepared to operate on a 24-hour basis. Primary staffing of the DICO will be provided by J.3, Command System Operations Division (CSOD).

(5) The Military Services and Defense Agencies that are responsible to the SecDef will provide support only upon request from the Director, Joint Staff.

Table III.1 Notional Joint Staff Response Cell 1/

<u>Position</u>	<u>Grade</u>	<u>Responsible Agency</u>	<u>Personnel Per Shift</u>
RC Chief	O.5/O.6	J.3	1
J.1 AO <u>2</u> /	O.3/O.4/O.5	J.1	1
J.2 AO <u>2</u> /	O.4/O.5	J.2	1
J.3 <u>3</u> /	O.3/O.4/O.5	J.3	2.6
J.4 AO <u>1/2/4</u> /	O.3/O.4/O.5	J.4	1.2
J.5 AO <u>5</u> /	O.3/O.4/O.5	J.5	1
J.6 AO <u>2</u> /	O.3/O.4/O.5	J.6	1
J.7 AO <u>2/10</u> /	O.3/O.4/O.5	J.7	1
J.8 AO <u>2</u> /	O.3/O.4/O.5	J.8	1
USA LO <u>2/6</u> /	O-3/O.4/O.5	USA	1
OSD LO <u>2/9</u> /	O-4/O-5/Civ	OSD	2
USN LO <u>2/6</u> /	O.3/O.4/O.5	USN	1
USAF LO <u>2/6</u> /	O.3/O.4/O.5	USAF	1
USMC LO <u>2/6</u> /	O.3/O.4/O.5	USMC	1
USCG LO <u>2/6</u> /	O.3/O.4/O.5	USCG	1
PAO LO	O.6/O.5	DJS	1
LC LO	O.6/O.5	DJS	1
ISO/Chief, DICO <u>8</u> /	O.5/O.6/Civ	J.3	1
ADP Terminal OP <u>8</u> /	Off/NCO/Civ	DISA/DISO	1
Admin Supervisor <u>2</u> /	NCO/Civ	J.3	1
OPSEC LO <u>2</u> /	O.4/O.5	J.3	1
DMA LO <u>2/7</u>	O.4/Civ	DMA	1
		TOTAL PERSONNEL	25/30

Table III-1 (Cont'd)

- 1/ General Comments: Staffing requirements are nominal and may be tailored to provide appropriate response. Exact personnel requirements will be determined by the Director, J•3 in coordination with the responsible agency and will be announced by J•3 in correspondence establishing the JSRC. Chapter VI lists personnel security requirements. Shifts will operate on a 12-hour basis and will rotate.
- 2/ Depending on the particular crisis, these directorates, Services, or agencies may not be required to staff the JSRC. If a directorate, Service, or agency is designated to be available for tasking, that directorate, agency, or Service will provide the JSRC Team Chief with an on•call roster.
- 3/ Will include representatives, as required, from appropriate J•3 divisions.
- 4/ The J•4 AO assigned to the JSRC will stand duty in the LRC. Composition of the shift will be determined by the LRC Division Chief.
- 5/ Also serves as LO to the Department of State Task Force, when activated, except for reconnaissance matters.
- 6/ As determined by the Team Chief in coordination with the Services.
- 7/ DMA will fill the billets with its JCS liaison officers located in the Pentagon; however, the LOs will not normally locate in the NMCC.
- 8/ A DICO will be activated for all crisis organizations to provide telecommunications, CMAS, and WWMCCS/GCCS/support. For JSRCs, the DICO will provide one individual per shift for 24 hour coverage the first three days of a crisis, or longer as directed by the Team Chief.
- 9/ OSD will provide liaison officers when desired/situation dependent.
- 10/ In crisis planning situations where a deliberate war plan already exists, J-7 will also provide the appropriate war planner from the Conventional War Plans Division to augment the JSRC when required.

## CHAPTER IV

### LIMITED CRISIS RESPONSE

#### 1. General

a. If a situation arises that is expected to require significant military response or dedicated action by the JS or agencies, the CJCS or DJS may direct formation of a CAT. Additionally, if a crisis exceeds the operational capability of the JSRC, the DDO (Current Operations) may recommend to the J•3 as the Chairman, Crisis Action Team (CCAT), that he activate a CAT•AO. The CAT is an organization capable of devoting full•time attention to a crisis and is composed of personnel from the Joint Staff and supporting agencies responsive to the CJCS, with possible representation from outside agencies as needed. Table IV•1 depicts a notional CAT•AO organization. As crises vary, the composition of the CAT may be altered by the Director, J•3, or by the DJS. The Director, J•3, will appoint the Vice Director, J•31 as the Vice Chairman, Crisis Action Team (VCCAT), and NMCC Operations Team DDOs as the Deputy Vice Chairman, Crisis Action Team (DVCCAT). The Director, J•3 will approve selection of Team Chiefs. The DVCCAT may work shifts and rotate duty with other individuals comparable in grade if the situation requires. The DVCCAT assumes responsibility for all CAT operations once implemented, and the Team Chief is responsible for administering the duties of the CAT•AO for the DVCCAT and for the management of the Crisis Management Room (CMR).

b. When a CAT•AO is formed, the NMJIC will provide 24-hour intelligence support to the CAT, the Joint Staff, and deployed forces. A J2 Working Group or Intelligence Task Force (ITF) may already have been formed to provide specific crisis intelligence support.

c. As is the case with a JSRC, a Data Information and Coordination Office (DICO) will be formed to support a CAT•AO. The DICO will provide the single point of contact to coordinate ADP, communications support, and information requirements. The Chief, DICO, will report to the Team Chief and will operate on a 24•hour basis. Primary staffing of the DICO will be provided by J•3, Command System Operations Division (CSOD).

d. If a crisis warrants, additional cells may also require activation to support CAT•AO operations. Examples include the Nuclear Operations Group (NOG), the Logistics Response Cell (LRC), Space Response Cell (SRC), and Joint Nuclear Accident/Incident Reporting and Response Team (JNAIRT).

e. In crisis planning situations where an applicable deliberate war plan already exists, the cognizant war planner from the J-7 Conventional War Plans Division will also be provided to support the CAT.

f. When required by the Director, J•3, WIN Priority Mode of Operations (as defined in Joint Pub 6•03.14) may be enacted to support military operations. At that time, a 24•hour•a•day WIN Support Officer (WSO) position will be established under the WIN Director (WIND) as the focal point for all WIN operations.

Table IV•1 Crisis Action Team•AO Organization 1/

<u>Position</u>	<u>Grade</u>	<u>Responsible Agency</u>	<u>Personnel Per Shift</u>
CCAT (J•3)	O•9	J•3	N/A
VCCAT (J-31)	O•8	J•3	N/A
Deputy VCCAT (OPS TM DDOs)	O•7	J•3	1
Team Chief	O•6	J•3	1
Deputy Team Chief	O•5/O•6	J•3	1
Exec Asst	O•3/O•4	J•3	1
J•1 AO	O•3/O•4/O•5	J•1	1•2
J•2 AO	O•4/O•5	J•2	1-2
J•3 Response Cell <u>2/</u>	O•3/O•4/O•5	J•3	6•8
J•4 AO <u>3/</u>	O•3/O•4/O•5	J•4	1•3
J•5 AO <u>4/</u>	O•3/O•4/O•5	J•5	1
J•6 AO	O•3/O•4/O•5	J•6	1
J•7 AO	O•3/O•4/O•5	J•7	1
J•8 AO	O•3/O•4/O•5	J•8	1
USA LO <u>6/</u>	O-3/O•4/O•5	USA	1
USN LO <u>6/</u>	O-3/O•4/O•5	USN	1
USAF LO <u>6/</u>	O-3/O•4/O•5	USAF	1
USMC LO <u>6/</u>	O-3/O•4/O•5	USMC	1
USCG LO <u>6/</u>	O-3/O•4/O•5	USCG	1
OSD LO <u>5/</u>	Off/Civ	OSD	1
Brief Team	0-3/0-4/0-5/NCO	J-3	4
FEMA LO <u>5/</u>	Civ	FEMA	1
NSA/CSS <u>13/</u>	Off/Civ	NSA	1
CIA LO <u>7/5/</u>	Civ	CIA	1
FBI LO <u>8/5/</u>	Civ	FBI	1



Table IV-1 (Cont'd)

PAO LO <u>5</u> /	O•6/O•5	DJS	1
LC LO <u>5</u> /	O•6/O•5	DJS	1
ISO/Chief, DICO <u>14</u> /	O•5/O•6/Civ	J•3	1
ADP Analyst/	Off/NCO/Civ	DISA/DISO	2
Terminal Operator <u>14</u> /			
Admin Supervisor	Off/NCO/Civ	J•3	1
Admin Assistant <u>10</u> / <u>9</u>	NCO/Enl/Civ	J•3/4/5/6/7/8	1
Admin Assistant <u>10</u> / <u>9</u>	NCO/Enl/Civ	J•3/4/5/6/7/8	1
CWO <u>11</u> /	O•4	DISA	1
CWNCO <u>11</u> /	Enl/NCO	DISA	1
OPSEC LO	O•4/O•5	J•3	1
DMA LO <u>12</u>	O•4/Civ	DMA	1
	TOTAL PERSONNEL		43/49

1/ General Comments:

a. Staffing requirements are nominal. Exact personnel requirements will be determined by the J•3, in coordination with the responsible agency, and will be announced by DJS in correspondence establishing the CAT. Depending on the particular crisis, a directorate, Service, or agency may not be required to staff the CAT. If a directorate, Service, or agency is not needed, that directorate, agency, or Service will provide the CAT Team Chief with an on-call roster. Depending on the type of crisis, LOs may be appropriate in lieu of AOs as would be the case under EOP.

b. Although not a member of the CAT, a data collector may be collocated with the group to aid in documenting crisis operations.

c. Chapter VII lists personnel security requirements.

d. DIA along with J•1 through J•8 AOs or LOs, may also be designated to assist with Public Affairs Planning Cell requirements.

2/ Will include representatives, as required, from appropriate J•3 divisions. The J•3 Response Cell is normally located in the CSR.

3/ The J•4 AO assigned to the CAT will stand duty in the LRC, actual composition of the shift will be determined by the LRC Division Chief.

4/ Also serves as LO to the Department of State Task Force, when activated, except for reconnaissance matters.

5/ Until the OSD Crisis Coordination Center is activated, FEMA/FBI/CIA will provide a representative to the CAT as required. When the OSD Crisis Coordination Center (CCC) is activated, the OSD Crisis Coordination Group (CCG) serves as the interface between the CAT, OSD, and civil and Defense agencies. OSD will provide an OSD LO to the CAT. This LO will interface between the CAT and the CCG and other Government agencies. DIA, along with J•1 through J•8 AOs or LOs, may also be designated to assist with Public Affairs Planning Cell requirements.

6/ As determined by the Team Chief in coordination with the Services.

7/ Provided at the discretion of the DCI.

8/ Provided at the discretion of the Director, FBI.

9/ Designated Joint Staff directorates will share this position on a rotating basis. Personnel filling this position will be qualified in Joint Staff administrative procedures and have experience in processing Joint Staff actions as prescribed in JAI 5760.2F. Additional administrative augmentation may be provided by an on/off-duty NMCC OT, as directed by the DDO (Current Operations). J•3 MilSec will coordinate staffing requirements.

10/ Responsibility for administrative support staffing and scheduling will be coordinated through the J•3 MilSec.

11/ Serves as LO to DISA. Upon activation of the CAT, CWO will alert the appropriate agency to provide weather and oceanographic support as required for the CAT.

12/ DMA will fill the billets with its JCS liaison officers located in the Pentagon; however, the LOs will not normally locate in the NMCC.

13/ Provided after initial notification to NSA's NMCC representative, who is located in the NMJIC Alert Center, and following consultation with the NSA/CSS Representative Defense.

14/ A DICO will be activated for all crisis organizations to provide telecommunications, CMAS, and WWMCCS/GCCS/ support. During priority operations, the WIND and WSO

will operate under the operational control of the DDO (Current Operations) and will receive operational direction from the CAT Team Chief through the ISO/Chief, DICO. The WSO will monitor WIN performance, coordinate necessary actions to correct performance deficiencies, and implement those management decisions directed by the Director, J•3.

2. Organizational Relationships

a. The primary purpose of the CAT•AO is to provide a 24•hour•a•day staff capability to meet time•sensitive crisis management requirements.

b. When a CAT•AO has been activated, the DDO (NMCC) retains responsibility for monitoring both the worldwide and crisis situations and for keeping key defense officials informed. The VCCAT will ensure the DDO (NMCC) is kept fully informed of major ongoing CAT•AO actions.

c. Upon activation of the CAT•AO, the Joint Staff directorates, other participating agencies, and the Military Services may need to form smaller response cells within their respective agencies. These response cells will support their respective LOs on the CAT on a 24•hour•a•day basis, or on call, as required. Response cells should be staffed by personnel with expertise in crisis staffing procedures and will be tasked by their respective CAT AO to take action on issues that arise during the crisis.

3. Functions. The CAT•AO is responsible for the following:

a. Ensuring that the appropriate message advising of CAT activation has been prepared and released IAW paragraph 6.

b. Ensuring that the appropriate memorandums to Joint Staff directorates, Services, DIA, and other involved agencies that specify the purpose, special functions (if any), and staffing requirements for the CAT have been prepared and released.

c. Taking such actions as may be directed by the CJCS; the DJS; and the Director, J•3.

d. Proposing optional courses of action for decision.

e. Preparing an agenda and convening emergency conferences, as directed.

f. Keeping action directorates and agencies informed of the situation.

- g. Maintaining status of and managing all actions relating to a crisis. Publishing an SOA summary daily for distribution to affected directorates and agencies.
- h. Maintaining liaison with ROD for reconnaissance, surveillance, and electronic warfare matters.
- i. Maintaining liaison with the J•4/LRC on logistic matters.
- j. Providing a single point of contact for all requirements relating to ADP and information systems support.
- k. Providing liaison between the Joint Staff, Service planners, and OpsDepts to ensure the Services are kept abreast of developments.
- l. Maintaining liaison with the CCC, if activated, to ensure appropriate elements of OSD, Defense, Federal, and civil agencies are kept informed of the situation.
- m. Maintaining liaison with the Department of State Task Force Working Group, when activated.
- n. Maintaining liaison with the NOG on nuclear matters should the NOG be activated.
- o. Maintaining liaison with CINC CATs to ensure adequate support is being provided to supported CINCs.
- p. Performing all other duties that may be required by the NCA.

#### 4. Activation and Termination

- a. When directed, the Director, J•3, will activate the CAT.
  - (1) A notification memorandum will be sent to Joint Staff directorates and agencies required to provide support upon activation.
  - (2) A notification message will be sent to all CINCs and interested agencies (AIG 8790) advising them that the CAT has been activated, listing the names of key personnel, and secure and nonsecure telephone numbers.
- b. During duty hours, directorate and agency executive Operations Centers will be notified by telephone. The activating CAT Team Chief will use the checklist in Figure IV-2 as a guide to ensure all personnel are properly

notified. The NMCC OT will assist to telephonically notify Appropriate agencies of CAT activation. During nonduty hours duty officers of directorates and agencies and Service Operations Centers will be notified by telephone.

c. Agencies and Joint Staff directorates will develop supporting notification and recall procedures.

d. When directed by the Director, J•3, the terminating Team Chief will follow the same procedures in reverse order to secure CAT activity. Memoranda securing the CAT are not required if telephonic notification is made. A termination message will be sent notifying addressees of procedures to take in the event additional action is required regarding the situation.

Figure IV•2. Crisis Action Team Notification Checklist

TIME ACTIVATED _____		BY _____
		<u>NAME / TIME</u>
<b><u>DOD/Joint Staff</u></b>		
SECDEF	5•5261	_____
OSD CCC 1/	4-9058	_____
OCJCS	7•9121	_____
ODJS	4•5221	_____
SJS	7•2700	_____
DOM	4-5223	_____
J•1	7•9644	_____
J•2/DDI 2/	7•1757	_____
J•3	7•3702	_____
J•4 3/	7•0744	_____
J•5	7•9559	_____
J•6	7•0007	_____
J•7	7•9031	_____
J•8	7•8853	_____
***SITE-R DSN	988•3300	_____
DISA	DSN 692•2714	_____
DIA 2/	3•5480	_____
DMA	703•285•9370	_____
DNA	325•2105	_____
DSAA	5•3291	_____
<b><u>GOVERNMENT AGENCIES</u></b>		
WHSR	202•456•1414	_____
*** CIA	703•482•7551	_____

Figure IV-2 (Cont'd)

***	FAA	202.863.5100	_____
***	FEMA	202.646.2466	_____
	DOS	202.647.1512	_____
***	FBI	202.324.1241	_____

**SERVICES**

ARMY	5.4695	_____
NAVY	5.0231	_____
AIR FORCE	4.6759	_____
MARINE CORPS	5.7366	_____
COAST GUARD <u>4/</u>	7.6326	_____

**UNIFIED COMMANDS**

USACOM	DSN	438.5814	_____
USCENTCOM	DSN	968.5696	_____
USEUCOM	DSN	314.433.1100	_____
USPACOM	DSN	315.477.7233	_____
USSOUTHCOM	DSN	313.282.3842	_____
USSPACECOM	DSN	268.4500	_____
USSOCOM	DSN	968.6065	_____
USTRANSCOM	DSN	576.1747	_____
USSTRATCOM	DSN	271.7830	_____

\*\*\* Agencies notified only if situation requires their support.

1/ OSD CCC makes voice notification to OSD Under and Assistant Secretaries and the Director for Emergency Planning.

2/ NMJIC/DDI makes voice notification to NSA/CCS.

3/ J.4 makes notification to USTRANSCOM and DLA liaison offices.

4/ USCG notifies DOT.

5. Facilities. The DDO (Current Operations) is responsible for maintaining and ensuring that facilities are provided for the CAT within the NMCC.

CHAPTER V

SECTION 1

EMERGENCY OPERATING PROCEDURES

1. Emergency Operating Procedures Concept

a. If a crisis escalates to the degree that the use of CAT AOs and normal staff management procedures are inadequate, or if continuous planner•level personnel from the Joint Staff, Services, or other agencies are required to more rapidly support a developing crisis situation, CJCS or the DJS may direct implementing EOP. Notification of EOP implementation will be made by appropriate memoranda and message to the Joint Staff, Services, and Defense agencies. Full DOD staff support is expected to be provided on a 24•hour•a•day basis. This procedure would only be implemented at the highest level crisis where rapid recommendations, consultations, and decisions are necessary. The process contains two distinct organizations:

(1) CAT-LO. Crisis intensity has escalated to the point where CAT AOs (who previously worked individual actions) convert to a Liaison Officer (LO) status to coordinate numerous actions throughout the staffs. At this stage, significant portions of the staffs are involved in supporting operations and continuous liaison is required at a higher level. Joint Staff directorates, Defense agencies, and Services will most likely be required to establish response cells within their respective spaces to provide dedicated and responsive staff support to the CAT-LO.

(2) Operations Planners Group. The OPG is called to assemble when Joint Staff flag/planner•level participation is necessary and a minimum of Service planner participation is required. This level of participation provides for the rapid handling of crisis•related matters as outlined in this document without requiring total staff augmentation.

(3) Activation of the OPG can require almost continuous availability of senior decision makers within the Joint Staff, as well as continuous representation from agencies responsive to the Chairman of the Joint Chiefs of Staff, and other external agencies. The OPG will be formed as necessary to provide appropriate senior level staffing.

b. During a crisis requiring EOP implementation, the CJCS must address critical matters on an urgent basis to assist in advising the NCA. Therefore, these procedures modify the normal staffing operation to expedite the coordination and decision process.

c. Insofar as practicable, EOP retain established organizations, responsibilities, and day•to•day Joint Staff procedures. The JS, participating Services, OSD, DOD, and Federal agencies provide for 24•hour•a•day staffing to address major issues and provide timely staff support for crisis requirements. With full implementation of EOP, an in-depth organizational framework is provided, in which:

(1) The CJCS meets with the other members of the JCS, as required, to discharge statutory responsibility as the principal military adviser to the President, NSC, and SecDef.

(2) The OpsDeps meet, as required or as directed by CJCS, to consider and act upon matters within the cognizance of the CJCS, thus enabling the CJCS to devote time to matters urgently demanding attention.

(3) JS, Service, and DIA flag planners may form an OPG that meets as required to facilitate Service coordination, monitor the situation, and in collaboration and coordination with appropriate directorates and agencies, ensure that time•sensitive actions are taken to develop recommendations for and implement the decisions of the NCA.

(4) Selected members from the JS, DLA, and USTRANSCOM form the LRC. The LRC will manage logistic and mobilization actions pertaining to the employment of US forces as directed by the NCA.

(5) As required, selected representatives of OSD form the CCG and provide for timely interagency consultation and coordination regarding staff actions and the exchange of information.

(6) If required, selected representatives of the JS, Services, DISA/DISO, DNA, NSA/CSS, and DIA form a NOG chaired by the Director, J•3. The NOG is responsible for developing recommendations to the CJCS and NCA, and implementing their decisions on all matters pertaining to employment, allocation, deployment, and surety of nuclear weapons. As required, the OSD CCC will activate



a Nuclear Policy Cell to facilitate nuclear policy coordination.

(7) If required, selected representatives of the JS, Services, other Defense agencies, and FEMA form a Residual Capability Assessment Team (RECAT) to provide timely information relative to US forces and resources in support of the NCA decision making process. When directed, the RECAT will convene and maintain a current assessment of residual capability for the NCA after a nuclear attack on the United States. Primary resources for the RECAT are located at Site-R, and the team will deploy there as directed.

(8) If required, selected members from the JS, the Services, and DIA form a Space Response Cell (SRC) to gather information and coordinate actions pertaining to US and allied space resources.

(9) If required, selected members from the JS, the Services, and OASD(PA) form a Public Affairs Response Cell (PARC) to support NCA decision making in planning and implementing public affairs programs.

(10) If required, selected members from the JS, Services, OSD, and FEMA (as needed) form a Continuity of Operations Response Cell (CRC) to support the Continuity of Operations Plans (COOP).

d. Directorates and agencies, as required, provide for continuous staffing support to coordinate, initiate, and complete staff actions and provide administrative support for which they are responsible.

## 2. Crisis Action Team-LO

a. If a situation arises that is expected to require greater military response or immediate planner level action by the JS or agencies, the CJCS or DJS may direct formation of a CAT•LO. The CAT•LO is an organization capable of devoting full•time attention to a crisis and is composed of planner level personnel from the Joint Staff and supporting agencies responsive to the CJCS, with possible representation from outside agencies as needed. Table V•1 depicts a notional CAT•LO organization. It is essentially the same as the CAT•AO, but is manned with planner level personnel from within the staff and the Services. As crises vary, the composition of the CAT-LO may be altered by the Director, J•3, or by the DJS. The Director, J•3, will

appoint the Vice Director, J•31 as the Vice Chairman, Crisis Action Team (VCCAT), and the NMCC Operations Team DDOs as the Deputy Vice Chairman, Crisis Action Team (DVCCAT). The DVCCAT may work shifts and rotate duty with other individuals comparable in grade if the situation requires. The DVCCAT assumes responsibility for all CAT-LO Operations, and the CAT Team Chief is responsible for administering the duties of the CAT•AO for the DVCCAT and for the management of the Crisis Management Room (CMR).

b. When a CAT•LO is formed, J2 will continue support for the Intelligence Task Force (ITF) in the NMJIC to provide 24-hour intelligence support to the CAT, the JCS, and deployed forces.

c. Support cells provided to assist a CAT•AO (Chapter V) will continue operation or activate as necessary.

Table V•1 Crisis Action Team•LO Organization 1/

<u>Position</u>	<u>Grade</u>	<u>Responsible Agency</u>	<u>Personnel Per Shift</u>
CCAT (J•3)	O•9	J•3	N/A
VCCAT (J•31)	O•8	J•3	N/A
Deputy VCCAT (OPS TM DDOs)	O•7	J•3	1
Team Chief	O•6	J•3	1
Deputy Team Chief	O•5/O•6	J•3	1
Exec Asst	O•3/O•4	J•3	1
J•1 LO	/O•6	J•1	1
J•2 LO	O•4/O•6	J•2	1-2
J•3 Cell <u>2</u> /	O•5/O•6	J•3	6•8
J•4 LO <u>3</u> /	O•5/O•6	J•4	1
J•5 LO <u>4</u> /	/O•6	J•5	1
J•6 LO	O•6	J•6	1
J•7 LO	O•5/O•6	J•7	1
J•8 LO	O•6	J•8	1
USA LO <u>6</u> /	O•6	USA	1
USN LO <u>6</u> /	O•6	USN	1
USAF LO <u>6</u> /	O•6	USAF	1
USMC LO <u>6</u> /	O•6	USMC	1
USCG LO <u>6</u> /	O•6	USCG	1
OSD LO <u>5</u> /	O•6/Civ	OSD	1
FEMA LO <u>5</u> /	Civ	FEMA	1

Table V.1 (Cont'd)

NSA/CSS <u>13</u> /	Off/Civ	NSA	1
CIA LO <u>7/5</u> /	Civ	CIA	1
FBI LO <u>8/5</u> /	Civ	FBI	1
PARC LO <u>5</u> /	O-6	DJS	1
LC LO <u>5</u> /	O-6	DJS	1
ISO/Chief, DICO <u>14</u> /	O.5/O.6/Civ	J.3	1
ADP Operator <u>14</u> /	Off/NCO/Civ	DISA/DISO	2
Admin Supervisor	Off/NCO/Civ	J.3	1
Admin Assistant <u>10/9</u>	NCO/Enl/Civ	J.3/4/5/6/7/8	1
Admin Assistant <u>10/9</u>	NCO/Enl/Civ	J.3/4/5/6/7/8	1
CWO <u>11</u> /	O.4	DISA	1
CWNCO <u>11</u> /	Enl/NCO	DISA	1
OPSEC LO	O.4/O.5	J.3	1
DMA LO <u>12</u>	O.4/Civ	DMA	1
	TOTAL PERSONNEL		39/42

1/ General Comments:

a. Staffing requirements are nominal. Exact personnel requirements will be determined by the Team Chief, in coordination with the responsible agency, and will be announced by DJS in correspondence establishing the CAT. Depending on the particular crisis, a directorate, Service, or agency may not be required to staff the CAT. If a directorate, Service, or agency is not needed, that directorate, agency, or Service will provide the CAT Team Chief with an on-call roster. Depending on the type of crisis, LOs may be appropriate in lieu of AOs as would be the case under EOP.

b. Although not a member of the CAT, a data collector may be collocated with the group to aid in documenting crisis operations.

c. Chapter VI lists personnel security requirements.

d. DIA along with J.1 through J.8 AOs or LOs, may also be designated to assist with Public Affairs Response Cell requirements.

2/ Will include representatives, as required, from appropriate J.3 divisions. The J.3 Response Cell is normally located in the CSR.

3/ The J.4 LO assigned to the CAT will function as a liaison officer between the Team Chief and LRC. If the

LRC is manned, a J-4 LNO is not required. An LRC representative will attend shift changeover briefs.

- 4/ Also serves as LO to the Department of State Task Force, when activated, except for reconnaissance matters.
- 5/ Until the OSD Crisis Coordination Center is activated, FEMA/FBI/CIA will provide a representative to the CAT as required. When the OSD Crisis Coordination Center (CCC) is activated, the OSD Crisis Coordination Group (CCG) serves as the interface between the CAT, OSD, and civil and Defense agencies. OSD will provide an OSD LO to the CAT. This LO will interface between the CAT and the CCG and other Government agencies. DIA, along with J•1 through J•8 AOs or LOs, may also be designated to assist with Public Affairs Planning Cell requirements.
- 6/ As determined by the Team Chief in coordination with the Services.
- 7/ Provided at the discretion of the DCI.
- 8/ Provided at the discretion of the Director, FBI.
- 9/ Designated Joint Staff directorates will share this position on a rotating basis. Personnel filling this position will be qualified in Joint Staff administrative procedures and have experience in processing Joint Staff actions as prescribed in JAI 5760.2F. Additional administrative augmentation may be provided by an on/off•duty NMCC OT, as directed by the DDO (J-33). J•3 MilSec will coordinate staffing requirements.
- 10/ Responsibility for administrative support staffing and scheduling will be coordinated through the J•3 MilSec.
- 11/ Serves as LO to DISA. Upon activation of the CAT, CWO will alert the appropriate agency to provide weather and oceanographic support as required for the CAT.
- 12/ DMA will fill the billets with its JCS liaison officers located in the Pentagon; however, the LOs will not normally locate in the NMCC.
- 13/ Provided after initial notification to NSA's NMCC representative, who is located in the NMJIC Alert Center, and following consultation with the NSA/CSS Representative Defense.

14/ A DICO will be activated for all crisis organizations to provide telecommunications, CMAS, and WWMCCS/GCCS/support.

3. Organizational Relationships

a. The primary purpose of the CAT•LO is to provide a 24•hour•a•day planner level staff capability to meet time•sensitive crisis management requirements.

b. When a CAT•LO has been activated, the DDO (NMCC) retains responsibility for monitoring both the worldwide and crisis situations and for keeping key defense officials informed. The VCCAT will ensure the DDO (NMCC) is kept fully informed of major ongoing CAT•LO actions.

c. Upon activation of the CAT•LO, the Joint Staff directorates, other participating agencies, and the Military Services may need to form additional response cells within their respective agencies. These response cells will support their respective planners on the CAT on a 24•hour•a•day basis, or on call, as required. Response cells will be staffed by personnel with expertise in crisis staffing procedures and will be tasked by their respective CAT planner to take action on issues that arise during the crisis.

4. Functions. The CAT•LO is responsible for the same duties and responsibilities as those outlined in Chapter IV for a CAT•AO.

5. Activation and Termination

a. When directed, the Director, J•3, will activate the CAT•LO.

(1) A notification memorandum will be sent to Joint Staff directorates and agencies required to provide support upon activation.

(2) The activating CAT Team Chief will use the checklist found in Chapter IV as a guide to ensure all personnel are properly notified.

(3) The NMCC OT will assist in telephonically notifying appropriate agencies of activation.

b. When directed, the terminating Team Chief will follow the same procedures to secure CAT activity. Memoranda securing the CAT-AO is not required if telephonic notification is made. A termination message will be sent

notifying addressees (AIG 8790) of procedures to take in the event additional action is required regarding the situation.

6. Operations Planners Group

a. Organization. The OPG will be organized as shown in Table V•2. It will be convened as required to provide immediate FO/GO/Service planner level support for rapidly developing crises or to address sensitive issues developed in the CAT•LO. The CAT•LO will provide all necessary support to the OPG.

(1) The CAT Team Chief will attend all sessions of the OPG to ensure continuity of actions.

(2) The JS, Services, and DIA provide personnel to form the OPG as required.

(3) CIA and NSA/CSS provide special assistants to the OPG to advise the OPG on matters within the purview of their respective agencies; the COPG will determine the special assistants' participation.

(4) Figures under the "personnel" column are for each session. If continuous OPG presence is mandated, at least two 12•hour shifts are required.

b. Functions

(1) The OPG will operate on an as•required basis. It will convene when action at the CAT•LO precludes the appropriate immediate level coordination.

(2) The OPG will:

(a) Take action to issue appropriate communications in the name of the CJCS.

(b) Recommend items for consideration by the OpsDeps for their action or presentation to the CJCS.

(c) Coordinate issuance of all crisis•related instructions for the CJCS.

(d) Ensure DJS directives regarding the monitored situation are expeditiously transmitted to the JS and agencies.

(e) Monitor actions that may require a decision by the OpsDeps.

(f) Ensure CINCs are informed in a timely manner of national level decisions that affect the crisis situation.

(g) Monitor the situation and, in coordination with appropriate agencies, issue necessary instructions for preparing directives.

(h) Review and direct the preparation of recommendations for decision by the OpsDeps or referral to the CJCS.

(i) Monitor important SOAs to ensure timely consideration of actions by the responsible directorates or agencies.

(j) Maintain an SOA file.

(k) Ensure the preparation, coordination, and release of the CJCS SITREP.

(l) Take other actions as may be directed by the OpsDeps.

(3) The COPG or VCOPG will forward recommendations to the OpsDeps if the COPG, VCOPG, or any Service planner determines that the issues should be addressed or resolved at a higher level. Depending on the time available, justification for recommended actions may be oral or written. If time limitations preclude resolution of disagreements, the procedures contained in Chapter VI will apply.

Table V.2  
Operations Planners Group Organization 1/

<u>Position</u>	<u>Grade</u>	<u>Responsible</u>	
		<u>Agency</u>	<u>Personnel</u>
COPG	O9	J.3	N/A
VCOPG	O8	J.31	N/A
J.1	08/07/06	J.1	1
J.2	08/07/06	J.2	1
J.3 2/	08/07/06	J.3	1
J.4 3/	08/07/06	J.4	1
J.5	08/07/06	J.5	1
J.6	08/07/06	J.6	1
J.7	08/07/06	J.7	1

Table V-2 (Cont'd)

J•8	08/07/06/CIV	J•8	1
US Army Planner <u>4</u> /	07/06	USA	1
US Navy Planner <u>4</u> /	07/06	USN	1
US Air Force Planner <u>4</u> /	07/06	USAF	1
US Marine Corps Planner <u>4</u> /	07/06	USMC	1
US Coast Guard Planner <u>4</u> /	07/06	USCG	1
OSD LO <u>5</u> /	07/06/Civ	OSD	1
DOS TF/WG LO <u>6</u> /	05/06	J•5	1
NSA/CSS Special Assistant <u>7</u> /	06/CIV	NSA/CSS	1
CIA Special Assistant <u>7</u> /	Civ	CIA	1
Recce LO <u>8</u> /	06	ROD	1
PARC Representative	06/CIV	OSD/CJCS•PA	1
TOTAL PERSONNEL			21

1/ General Comments:

- a. Staffing requirements are nominal. The COPG or VCOPG will determine exact staffing requirements in coordination with the responsible agency (normally primary and two alternates required).
- b. J•1, J•2, J•3, J•4, J•5, J•6, J•7, and J•8 planners may provide assistance to the Public Affairs Planning Cell.
- c. Environmental support personnel will be available in their respective Service organizations to provide necessary weather and oceanographic information.
- d. Although not a member of the OPG, a data collector may be located with the group to aid in documenting crisis operations.
- e. See Chapter VII for personnel security requirements.
- f. Although not part of an OPG, the DDO (Current Operations) may form a DICO with primary staffing to provide the single point of contact for ADP and information systems support.
- g. The NOG will designate an individual for liaison with the OPG. Administrative facilities will be established to support this individual in the OPG.

- 2/ A crisis involving the NATO Alliance, which would require expertise in the use of the NATO Precautionary System, as well as implementation of NATO OPLANs and their associated rules of engagement, could require some modification or



addition to the above staffing requirements. These modifications and additions are as follows:

- a. One of the J•3 planners on each shift within the CAT should have the requisite expertise to handle, and be responsible for, all NATO actions, with the exception of the NATO Alert System.
  - b. One NATO Alert System AO per shift from J•3 (EUCOM Current Plans Division) could be added to the J-3 CAT Response Cell and be responsible for all actions related to the NATO Alert System. One CJCS LERTCON AO per shift within the CAT from J•3 (NOCCD) is available in the J•3 Cell and is responsible for all CJCS Alert System actions, DEFCON briefings, etc.
- 3/ LOs from USTRANSCOM and DLA are available through the LRC for OPG coordination and consultation.
  - 4/ Service planners are authorized as LO if deemed appropriate by the Service concerned. This LO also may function as an LO for the Service NOG (ONPG) action officer.
  - 5/ When the OSD CCC is activated, the OSD CCG serves as the interface among the OPG, OSD, and civil and Defense agencies. Representatives from OSD, DOD agencies, and Executive agencies are available in the CCG to consult, plan, and coordinate OPG actions when required. OSD will provide an OSD LO to the OPG. This LO will interface among the OPG and the CCG and other Government agencies.
  - 6/ As required if DOS establishes a TF or WG.
  - 7/ Provided after initial notification to NSA and CIA Defense Representatives.
  - 8/ RECON personnel from J•3 will be available for necessary assistance and coordination.
7. Extended Operations and Relocation. To provide for continuous operation of the OPG at the Pentagon and at Site-R during relocation, agencies are to designate two alternate OPG members for each position listed in Table V•2. Alternates (two shifts) will relocate in place of the primary members of the OPG, if required. Primary members will follow once operating continuity has been established. Only support and the J•3 RC personnel assigned in the CAT will relocate if required.

## SECTION 2

### EOP IMPLEMENTATION AND TERMINATION

1. Implementation and Termination Authority. The Chairman of the Joint Chiefs of Staff or the Director, Joint Staff, may direct that EOP be implemented and terminated.

2. Implementing Procedures

a. The Director, J•3 is responsible for disseminating the appropriate implementation decision by telephone, message, and or memorandum.

b. Directorates and DOD agencies will assist in disseminating the implementation decision as necessary.

c. Implementation telephone messages should be shortened to reduce transmission time and avoid disclosing classified information. The memorandum should contain as much of the following information as possible:

(1) A statement of the situation.

(2) For planning purposes, the following will serve as time lines:

(a) During duty hours, staff elements should assemble within 1 hour.

(b) During nonduty hours, 4 hours should be allowed to assemble staffs.

(3) A list of those staff elements whose presence is not required (e.g., the RECAT). Unless otherwise stated, it is assumed that the EOP staff elements (OPG, NOG, RECAT, SRC, CRC, LRC, and directorate or DOD agency continuous staffing coverage) will not be activated automatically with the implementation of EOP. The OSD CCG will be activated on direction of the SECDEF, DEP SECDEF, or USD(P). After all personnel of an element have assembled, the officer responsible for the element may release certain representatives after briefing them on the situation. Released personnel will remain in an on•call basis.

(4) Detailed transportation arrangements, IAW reference a, if relocation coincides with the implementation of the EOP.

d. When directed by the DJS or higher authority, notification of EOP implementation will be by secure means (classified message or memorandum or secure voice).

e. JS directorates, DOD agencies, CAT, OPG, NOG, RECAT, SRC, CRC, LRC, and CCG will notify the Director, J•3 when their respective organizations are operational. VCCAT will in turn notify DJS.

f. As soon as possible following implementation of the EOP, the CCAT/COPG will direct a briefing on the situation for key personnel and EOP staff elements.

g. If the decision to implement EOP is announced in an emergency conference, the NMCC OT will notify only those agencies not represented at the conference.

h. During duty hours, executive officers of directorates, DOD agencies, and Service Operations Centers will be notified. During nonduty hours, duty officers of JS, DOD agencies, and Service Operations Centers will be notified.

i. All JS directorates and DOD agencies will develop supporting notification and recall procedures.

### 3. Terminating Procedures

a. If the decision to terminate EOP is announced, the NMCC OT is responsible for notifying those agencies not present at the decision. Notification will be disseminated IAW paragraph 3.

b. The Director, J•3 will direct preparation of a termination memorandum and message announcing the decision.

### 4. Exercises

a. The procedures above will be followed to the extent practicable for all exercises in which EOP are implemented.

b. The Director, J•3, may direct the exercise of the procedures to test them and to determine the time required to notify all directorates, agencies, and individuals assigned to EOP staff elements.

### SECTION 3

#### 1. EOP Management Concept

a. The NMCS provides the means by which information and decisions of the NCA may be disseminated to the commanders concerned. The Director, J•3, supervises the NMCS and manages and operates the NMCC and alternate command centers. Additionally, subject to the supervision and guidance of the DJS, the Director, J•3, serves as the CCAT/COPG.

b. The Vice Director, J•31 serves the VCCAT/VCOPG. The J•3 DDOs (J•38 and J•33) are designated as the DVCCAT and DVCOPG. The DDOs are responsible to the Director, J•3, who in turn is responsible to the Director, Joint Staff, for managing the CAT•LO and OPG (less Service planners). This arrangement permits the DJS to look to the Director, J•3 to manage the time•sensitive operational aspects of the emergency.

c. The other elements of the Joint Staff remain responsible to the DJS for developing military recommendations and position papers and for coordinating with other agencies.

#### 2. Emergency Operating Procedures Interaction With Other Government Agencies

a. During emergencies and periods of increased international tension, government agencies other than DOD agencies can be expected to use emergency procedures similar to those of the CJCS. Under these circumstances, CJCS will furnish military advice, recommendations, and coordination whenever required.

b. The National Security Council (NSC) Special Coordination Committee (SCC), chaired by the Assistant to the President for National Security Affairs, is established to deal with specific issues when developing options and implementing Presidential directives. Membership includes statutory members of the NSC or their representatives and other senior officials as appropriate. The CJCS will be a member during any crisis with military implications. The SCC will be convened in times of crisis to assist the President in developing options, implementing policy decisions, and coordinating operations. The DJS will ensure that requisite support to the SCC is provided accordingly.

c. Existing NSC Interagency Working Groups, chaired by a designated senior departmental officer, are to continue as needed under the direction of PDD-2. The Department of State (DOS) has established a procedural guide for crisis

management that provides for activating a Task Force (TF) or Working Group (WG) in the DOS Operations Center chaired by the appropriate Assistant Secretary of State. When DOS activates a TF or WG and requests a military representative, the appropriate military interagency group member will perform this function. The Director, J•5, in coordination with Director, J•3, will provide required support to the military member.

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## CHAPTER VI

### ADMINISTRATION AND SECURITY

1. Organizational Support: Joint Staff Directorates and Defense Agencies. The functions of organizations which provide support to crisis action organizations will remain essentially unchanged regardless of the level of activity, from the lowest level crises, involving only an OT, to the activation of a CAT.

a. Joint Staff directorates and Defense agencies that provide supporting services to the JS during normal operations will continue to provide the same supporting services in a crisis on a 24-hour-a-day basis, if required. The Military Services and Defense agencies that are responsive to SECDEF will develop procedures to furnish the support required by these instructions. Other DOD agencies are requested to furnish the support outlined by these requirements. Other government agencies are requested to furnish the desired support to ensure prompt exchange of information and coordination with their agencies.

b. If it appears that crisis operations will continue for an extended period, directorates and agencies should consider their potential augmentation needs above those listed. Augmentation should permit staffing the crisis organizations listed in this directive on a reasonable shift schedule to ensure that critical, noncrisis-related requirements are fulfilled in a timely manner. Directorates and agencies will first attempt to meet their augmentation requirements with their own internal resources. If requirements are identified beyond what can be met by the internal resources of the directorate or agency, the appropriate director will forward a request for assistance to the DJS for consideration.

2. Crisis Situation Administrative Requirements. There are a number of common administrative actions required regardless of the level of crisis staffing activated, from an OT to a CAT.

a. NMCC Current Situation Area. The purpose of the Current Situation Area (CSA) is to provide a focal point for the timely receipt, display, and transmittal of crisis-related developments to concerned staff and crisis staffing agencies, and provide scheduled and impromptu briefing updates. The (CSA) is not a specific room; it may be established anywhere within the NMCC by the on-duty NMCC OT. The DDO (NMCC) gathers crisis-related information through

normal NMCC OT processes and displays or transmits that information as appropriate. The CSA will be activated and maintained as necessary.

b. Situation and Update Briefings

(1) Scheduled crisis update briefings for senior officials will be presented as appropriate. Briefings may be presented in the ODCR, DDO's office, CJCS/J•3 conference room in the CMR, CAC conference room in NMCC, ECR, or in the OSD CCC Conference Room. Briefings will include updates covering operations, intelligence, and other functional areas as required, and will normally be conducted once or twice a day.

(2) Seating will not be reserved unless the CJCS or the NCA attend, in which case seating plans will be provided by the Secretary, Joint Staff.

(3) In addition to scheduled crisis updates for senior officials, essential personnel must be briefed regularly on the current situation. These briefings will not specifically address critical, time•sensitive matters requiring decisions of the CJCS, but will serve to inform crisis staffing personnel of the current status of the situation. At a minimum, during each shift changeover of crisis organizations a situation briefing will be presented to the incoming shift.

(4) Regularly scheduled situation briefings for other members of the staff may be presented in the ODCR, ECR, the CJCS/J•3 conference room in the CMR, or other facility depending upon audience size, broadcast requirements, and room availability. Staff elements may observe situation briefings on TV where closed•circuit Display and Information Distribution System (DISIDS) is available.

c. Emergency Conferences. As a crisis situation develops, it may be necessary to convene short•notice emergency conferences of the OpsDeps, Joint Chiefs of Staff, or higher authority to consider decisions or recommendations of a time•sensitive, critical nature. Secretary, Joint Staff will be responsible for notifying those that are required to attend. The Team Chief will be notified as soon as the notification process has been completed.



d. Status of Actions (SOA)

(1) At the onset of any crisis situation requiring formal CSP manning, an SOA record (tracking system for important actions) will be kept to monitor all actions that have been taken or pending. Should relocation be directed, SOA files will be downloaded by the Information Systems Officer (ISO) from JSAN and hand-carried with the relocation element to the relocation site(s) for uploading.

(2) During the initial phase of a crisis, the DDO (NMCC) will initiate a chronolog system and appoint an OT member as a single point of contact. This member will ensure all appropriate messages, memorandums, and taskings are listed. Directorates, divisions, and agencies outside the NMCC will ensure that all actions relating to the crisis are provided expeditiously to the DDO (NMCC) for entry in the SOA files.

(3) After activation, crisis organizations will become responsible for maintaining the SOA files. An SOA summary will be prepared as necessary, but not less than twice a day, to provide accurate data during a crisis.

e. CJCS Situation Report

(1) The CJCS SITREP is a brief narrative report intended to keep various commanders, Services, and Defense agencies informed of critical situations for decision making. This report, while not often utilized, can at the discretion of the Director, Joint Staff be issued to CINCs, Services and Agencies. Duplicate reporting between the Situation Report (SITREP) and Operations Report (OPREP) or other Joint Reporting System (JRS) reports is not desired, and information contained in the JRS reports should not be included in the SITREP.

(2) If utilized, the SITREP will normally be prepared coincident with the activation of a CAT. When necessary, other Joint Staff and DIA AOs will assist the J-3 Response Cell in preparing the SITREP.

3. Reports

a. When CSP are initiated, the urgency of the situation may not fully permit preparation of memoranda, briefing sheets,

and background papers normally accompanying actions to be considered by CJCS and OpsDeps. Nevertheless, directorates and agencies will maintain sufficient background material (such as memoranda for the record and chronologies) on actions taken to facilitate preparing periodic situation reports and after-action reports.

b. JS directorates and agencies supporting JSRC/CAT/OPG operations will prepare daily reports as of 0001 local time, to be received by the Team Chief by not later than 0500 local time, summarizing the crisis-related actions taken under their respective director's authority. These reports will include a brief description of what precipitated the action (for example, "OpsDeps MTG 12 OCT 93" or "USCINCPAC 162304Z October 1993") and a brief summary of the action taken. The applicable CJCS message DTG or correspondence and reference number will be included in the summary of action taken.

c. The NMCC OT, or OT relocated to NMCC Site R, will prepare a similar report of the actions taken by the DDO (NMCC) under his EAP authority. This report need not include EAMS released that were prepared by another agency.

d. The NOG will prepare a similar report of the actions taken under the CNOG authority.

e. JS directorates, DOD agencies, and CSP staff elements preparing the reports, will forward copies of the reports to all JS directorates and DOD agencies, OSJS, CAT/OPG, NOG, RECAT, and NMCC or NMCC Site-R. During CJCS exercises, a copy will be provided to the Chief, Joint Exercise and Training Division, J-7. These reports will be utilized in preparing the daily CJCS BRIEF/SITREP.

#### 4. Crisis Action Processing

a. JS directorates and DOD agencies will be responsible for initiating and completing staff actions. Decisions to approve and release staff actions during periods of intense crisis management will be made at the lowest possible level to expedite issuance of instructions and limit the number of actions referred to the OpsDeps, the CJCS, and the NCA for decision, thereby permitting each to address only the most important emergency-related matters.

b. These CAP centralize coordinating and releasing authority in the JSRC CAT/OPG, on time-sensitive joint matters and require directorates and DOD agencies to keep the JSRC CAT/OPG, informed of actions taken to ensure that

one element within the JS is kept aware of all instructions issued to commanders. If an action can be approved at directorate level, it may be released by the directorate or agency after necessary coordination. Coordination with JS directorates

can be obtained directly, unless coordination authority is delegated to the FO/GO or JS planner on the OPG.

Coordination within DOD or other Government agencies will be effected through the CCG. If formal Service coordination is required, it is obtained through the CAT/OPG. After coordination in the JSRC, CAT, or OPG, the CCAT/OPG, VCCAT, DVCCAT, or Team Chief will release the action, provided it is within his authority.

c. Actions exceeding the approval authority of the directors within the Joint Staff or the Chairman or Vice Chairman of the CAT or OPG will be referred to the OpsDepts. The OpsDepts may approve the action under the authority of their charter or refer the matter to CJCS. CJCS may decide on the action or refer it to higher authority.

## 5. Security

a. General. When CSP are implemented, the Joint Staff Security Office will provide normal security service for JS areas at the Pentagon and the AJCC on a 24-hour basis. These services include processing requests for passes and badges, collecting classified material for destruction, and controlling access to Joint Staff areas. As required, JS area guard posts will be operated on a 24-hour basis. On request, the Security Office will also arrange to establish additional guard posts in the JS area to facilitate movement within the area.

b. Security Clearances. All CSP staff personnel must be cleared for TOP SECRET SI/TK and be eligible for SIOP-ESI. Organizations not under the CJCS are responsible for initiating the necessary clearance action to acquire the clearance noted for their personnel, and for certifying the clearances to the Joint Staff Security Office. The SSCOs of these organizations are responsible for having the SI/TK access authorizations of personnel certified by message or written correspondence through SSO channels with DIA. This must be accomplished so that the Security Office can verify the SI/TK access of the personnel involved. The Security Office will not process anyone for admittance to JS restricted areas until the individual's clearances are verified. All clearance action on personnel within the JS directorates, supporting agencies, and special offices are the responsibility of the Security Office.

(1) CSP staff personnel are authorized the DOD building pass and relocation site pass.

(2) Organizations not under the JS are responsible for requesting DOD building passes and relocation site passes for their personnel. The DOD building pass is procured through the Building Pass Branch, Office of the Secretary of Defense, Pentagon, Room 1E170A (Pentagon Concourse), using DD Form 2249. Relocation site passes are acquired through the Commander, 1108th U.S. Army Signal Brigade, attn: ASQY•ISS, Fort Ritchie, Maryland 21719. DOD building passes and Relocation site passes for JS personnel are acquired through the Joint Staff Security Office in compliance with current procedures.

(3) When organizations not under the JS or the Services notify the JS of changes in the assignment of CSP staff personnel in accordance with this Chapter, the Security Office will remove the names of personnel being replaced from the JS area and the NMCC access lists. When changes in assignment of CSP staff personnel occur, organizations not under the JS are responsible for taking necessary action to withdraw DOD building passes and Relocation Site passes from personnel being replaced and returning them to their respective office of issue.

c. ADP Security. When CSP are implemented, the Automated Support Division will provide normal ADP security supervision of the NMCS ADP systems operated at the Pentagon and Relocation Site.

## 6. Crisis Staffing Procedures Rosters

a. To facilitate CSP implementation, **organizations under the JS, Government agencies and Services will submit on a quarterly basis a consolidated list of personnel assigned to fill the CAT, OPG, NOG, Nuclear Warfare Status Group (NWSG), RECAT, SRC, CRC, and LO staff billets for which they are responsible.** To ensure the timely availability of personnel, a minimum of a primary and alternate should be designated for each watch or shift. JSRC and CAT organizations will be comprised of 3 teams operating on twelve 12-hour shifts. Supporting organizations to the CAT-LO/OPG will be operated using the same format but may be scaled down to two teams if the expected length of operation is short. The list will be prepared in accordance with the format reflected in Figure IV•4 and will be submitted to the Director, Joint Staff. One copy will be addressed ATTN: Director for Operations (NMCC Operations Division); one copy

will be addressed Chief, Current Plans, J•3 and two copies will be addressed ATTN: The Joint Staff Security Office. A separate list will be submitted for each CSP element to which personnel are assigned. Additions, deletions, and corrections to lists of designated personnel will be reported as they occur using the format shown in Figure IV•4.

b. The Joint Staff will distribute copies of the CSP roster to the appropriate JS guard posts as required. One roster will be permanently maintained by the Military Security Force.

7. Passes and Badges

a. An appropriate pass authorized by the Security Office will be used for access to the JS restricted area and the NMCC by those personnel not possessing permanent passes when CSP elements are activated.

b. Passes will be issued to those persons listed on the CSP roster maintained at the appropriate JS area guard posts. Personnel will turn in passes at guard posts upon departing the JS restricted area.

Figure VI•1. Format For Reporting CSP Roster Changes

<u>RANK</u>	<u>NAME</u>	<u>SSAN</u>	<u>AGENCY/SVC</u>	<u>CLEARANCE</u>
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PRIVACY ACT STATEMENT

1. AUTHORITY: 10 USC, 141•143.
2. PRINCIPAL PURPOSE: Reporting CSP Roster Changes.
3. ROUTINE USES: Carrying out provisions of Crisis Staffing Procedures of the Chairman of the Joint Chiefs of Staff.
4. EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: It would result in nonissuance of appropriate security badges when CSP are implemented and would deny individual access to Joint Staff restricted areas.

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CHAPTER VII

SUPPORTING ORGANIZATIONS

SECTION 1

GENERAL

Organization. The CAT and OPG are the two major crisis staffing organizations of the CJCS. Collateral organizations that round out the CJCS crisis management system are addressed in this chapter. These organizations could possibly be established before or without CAT or OPG activation and are therefore structured to support independent operations if necessary.

## SECTION 2

### LOGISTICS READINESS CENTER

1. Organization. The Director for Logistics (J•4) will activate and organize the Logistics Readiness Center (LRC) to manage logistic and mobilization actions during periods of national emergency, heightened international tensions, exercises, or when unique situations require intensive logistic management. The Director, J•4, or his designated representative will serve as Director, LRC. Team size and composition will vary, contingent upon the nature and scope of each operation. A notional LRC organization is depicted in Table VII•1. If the mode of operation is 24•hours•a•day, 7•days•a•week, the LRC may operate on a two/three•team basis. The LRC, through its CAT/OPG LO, will respond to requirements and taskers generated by the CAT/OPG during a crisis situation.

#### 2. LRC Functions

- a. Provide the Director, J•4, or his designated representative with a core staff and the facilities necessary to meet the requirements of the CJCS and NCA during a crisis.
- b. Serve as the J•4 crisis management organization with appropriate incremental augmentation for expansion from a small response cell to a full crisis center depending on the nature of the situation.
- c. Serve as the JS focal point for all logistics matters pertaining to a specific operation or crisis.
- d. Maintain appropriate liaison with USTRANSCOM and with logistics operations centers of the Services, DLA, supported or supporting CINCs, and other agencies.
- e. Serve as the focal point on the JS for monitoring and assessing mobilization planning and execution.
- f. Maintain historical files, reports, and records concerning a specific operation, crisis, or exercise.
- g. Serve as the focal point on the JS for assessing medical support to US forces, including adequacy of medical assets, medical mobilization, and the Armed Services Blood Program.
- h. Convene the Joint Material Priorities and Allocation Board (JMPAB) and Joint Transportation Board (JTB) as required to review and resolve logistical conflicts.



Table VII.1. Logistics Readiness Center Organization  
NOTIONAL LRC ORGANIZATION

<u>POSITION</u>	<u>GRADE</u>	<u>DIVISION</u>	<u>PERSONNEL PER SHIFT</u>
Director, LRC	O.8/O.7	J.4	
Deputy Director/Team Chief	O.6	J.4, Div Chief	1
Executive Assistant	O.5	LRC	1
Briefer	O.5/O.4	ILD	1
Strategic Mobility Desk Officer	O.5/O.4	MD/LRC	2
Resources Desk Officer	O.5/O.4	SMED/ILD	1
Mobilization Desk Officer	O.5/O.4	SMED	1
Medical Desk Officer	O.5/O.4	LRC/MRD	1
Operations Plans Desk Officer	O.5/O.4	LPED	1
International Logistics	O.5/O.4	ILD	1
DISO ADP Analyst	Civ	DISO	1
Administrative NCO	NCO	J.4	1
Secretary/Typist	Civ	J.4	1
USCINCTRANS LO	O.6/O.5	USCINCTRANS	1
DLA Liaison	Off/Civ	DLA	1
TOTAL PERSONNEL			16

### SECTION 3

#### NUCLEAR OPERATIONS GROUP

##### 1. Organization and Functions

a. The NOG supports the Director, J•3, as the Joint Staff element responsible for operational nuclear matters, including strategic and theater nuclear operations. The Operations and Plans Section serves as liaison between the NOG and the Intelligence Task Force (ITF) in the National Military Joint Intelligence Center (NMJIC). The Support Section provides administrative support and focuses on nuclear weapons allocation, deployment, Nuclear Planning and Execution System (NPES) data base management, and surety matters.

b. The NOG will be organized by the Director, J•3. The nucleus of the NOG will be the Nuclear Operations and the Training and Analysis Branches, Nuclear Operations and Command and Control Division, J•3, which will be augmented by personnel from other JS elements, DIA/J2, DISA/UJNCN, and DNA. The NOG consists of Operations and Plans, Intelligence, and Support sections (Table VII•2). Figures under the "personnel per shift" column are for one shift. Sufficient personnel are designated to operate two complete shifts. J33 cannot support simultaneous manning of both the CAT and NOG. In the event both staffs are stood up concurrently, NOG manning by J33 personnel takes precedence over CAT manning.

c. Service planner coordination by the NOG will be accomplished through Service representatives on the CAT/OPG.

d. The NOG will coordinate pending actions with the CAT/OPG. Depending on the urgency of the situation, the NOG may report directly to COPG, the OpsDeps, or directly to the CJCS.

e. Agencies concerned will predesignate their augmentees as required in Chapter IV and provide a roster to the Chief, Nuclear Operations Branch, Nuclear Operations and Command and Control Division, J•3.

Table VII•2 Nuclear Operational Group Organization

<u>FUNCTION</u>	<u>POSITION</u>	<u>GRADE</u>	DIV 1st/2nd <u>SHIFT</u>	PNSL per <u>SHIFT</u>
NOG	Chief (CNOG)	O•6	J•3	1

Table VII-2 (Cont'd)

Operations and Plans	Deputy Chief	O•5	J•3	1
	Nuclear Plans/Policy	O•5	J•3	1
	Theater Plans	O•5	J•3	1
	EA Message Advisor	O•4/5	J•3	1
Support	SIOP Advisor	O•4/5	J•3	1
	Nuclear Policy AO	O•4/5	J•5	1
	Executive Assistant	O•5	J•3	1
	Surety AO	O•5/CIV	J•3	1
	Stockpile AO	O•4/5	DNA	1
	NPES Plans Analyses	O•5/CIV	J•3	1
	NPES SIOP Analyst	ENL/CIV	J•3	1
	NPES Systems Manager	ENL/CIV	DISA/DISO	1
	NPES Assistant	ENL/CIV	J•3	1
	Admin NCO	ENL/CIV	J•3	2
	Graphics 1/	ENL	J•3	1
	Intelligence Liaison Officer	Officer/CIV	J-2	1
Total				18

1/ Additional support provided by CJCS briefing staff.

## 2. Operations and Plans Section

a. Organization. The nucleus of the Operations and Plans Section will be the Nuclear Operations Branch (NOB), Nuclear Operations Command and Control Division, J•3, which will be augmented by personnel from the Strategic Plans and Policy Directorate, J•5.

### b. Functions

(1) Serve as the cognizant JS element for matters pertaining to nuclear options when formed during crisis situations.

(2) Develop, for CJCS approval, guidance on adaptive planning development or modification (strategic or non•strategic nuclear forces), and provide NCA or CJCS guidance to unified commands.

(3) Receive, evaluate, and assess requests from US nuclear CINCs or from major NATO commanders for the selective release of nuclear weapons.

(4) Develop and present military recommendations concerning theater requests to the CJCS and other senior authorities as required.

- (5) Convey NCA decisions to US nuclear CINCs.
- (6) Provide liaison with the CAT/OPG concerning the status of nuclear operations actions and briefings and keep the CAT/OPG current on other NOG actions through the Support Section.
- (7) Coordinate with appropriate elements of the CCG (Nuclear Policy Cell if activated) on politico•military issues involved in selective release of nuclear weapons. Coordination with OSD will principally be through the CAT/OPG.
- (8) Provide liaison to the Services through their representatives and Service planners on the CAT/OPG.
- (9) Serve as the Joint Staff element responsible for matters pertaining to monitoring and executing nuclear options, determining residual nuclear capability of the United States, and the residual enemy threat from weapons of mass destruction.
- (10) Serve as the cognizant JS element for matters pertaining to monitoring the SIOP during preattack, transattack, and postattack environments.
- (11) Maintain current information on SIOP targets, vehicles, and weapons.
- (12) Develop and present briefings in relation to SIOP on:
  - (a) Force Status.
  - (b) Results of execution.
  - (c) Unexecuted forces.
  - (d) Uncovered targets.
  - (e) Targets destroyed.
- (13) Present a series of three briefings (tasking, approval, and execution decision) for each adaptively planned option developed.
- (14) Analyze and evaluate SIOP degrades to include those caused by theater taskings, OPLAN implementation, modifications, and bombers or tankers supporting other theater or conventional missions.

(15) Evaluate and provide information to CJCS from reports received from the CINCs concerning matters of force generation, implementation of airborne alert, or positive control launch of STRATCOM's bomber force.

(16) Provide sufficient information to assist the Chairman of the Joint Chiefs of Staff and the NCA, as necessary, in formulation of decisions involving either SIOP or non-strategic nuclear force execution and termination.

### 3. Intelligence Section

a. Organization. The Intelligence Section will be staffed by a DIA (J2) liaison officer. Specific actions will be worked by the ITF in the NMJIC as required. These actions will be formally staffed through the CAT.

b. Functions

(1) Coordinate ITF evaluation of targets, aimpoints, and weapons and weapon systems options for employment in selective release.

(2) Coordinate map and target graphic support by the ITF to the NOG.

(3) Coordinate ITF assistance in determining the enemy's residual threat capability.

(4) Maintain necessary liaison to receive intelligence analysis support from NSA/CSS.

### 4. Support Section

a. Organization. The nucleus of the Support Section will be the Nuclear Operations Branch (NOB) and Training and Analysis Branch (TAB), Nuclear Operations and Command and Control Division, J-3, augmented by personnel from DNA and DISA/UJNCN.

b. Functions

(1) Serve as the primary support element for both the Operations and Plans and Intelligence sections.

(2) Coordinate the status of pending NOG actions with the CAT.

- (3) Develop and recommend nuclear weapons allocations and refinements to the Chairman of the Joint Chiefs of Staff.
- (4) Monitor and recommend changes to nuclear weapons deployment to CJCS.
- (5) Provide nuclear weapons surety guidance for CJCS and CINCs.
- (6) Maintain the current status of all nuclear weapons and all nuclear•capable weapon systems.
- (7) Transmit the necessary nuclear reporting and execution messages (NEREP) required during plan development.
- (8) Maintain a chronolog of events.

## SECTION 4

### OSD CRISIS MANAGEMENT SYSTEM

#### 1. Organization

a. As outlined in reference b, the OSD Crisis Management System (CMS) is a standby system to be activated at the direction of USD(P). The CMS enables OSD to accomplish its essential emergency functions effectively in times of major security crises, focusing primarily on those crisis management activities in which OSD principals below the level of the Secretary and the Deputy Secretary play the major roles. The CMS facilitates parallel the Joint Staff•OSD staffing coordination process and ensures that OSD senior staff officials are provided the information, mechanisms, and procedures essential to the discharge of their emergency management responsibilities. The Crisis Coordination Group (CCG) is the heart of the CMS. The CCG is made up of representatives from various OSD components, liaison officers from the Joint Staff, appropriate DOD agencies, and other Federal departments and agencies. The CCG will be formed at a remote site if required.

b. The OSD Crisis Coordination Center (CCC) staff provides timely dissemination of crisis information to appropriate offices, facilitates coordination within OSD and between OSD and other DOD components and the civil sector of the Government, and maintains and briefs the status of crisis•related activities within OSD. The CCC serves as the locus for the CCG representatives who function essentially in coordination, information exchange, and policy development. All crisis•related requests for action directed to OSD will be channeled through the CCC so they can be tasked to the appropriate OSD office, Defense agency or civil agency or department staff(s), and tracked to ensure timely completion.

c. The personnel strength indicated in Table VII•3 is for one CCC shift. Specific staffing, numbers, and expertise, would depend on the nature of the crisis. To provide for 24•hour•a•day operation, a minimum of two shifts are required.

Table VII•3. Crisis Coordination Group

<u>POSITION/TITLE</u>	<u>GRADE/EQIV</u>	<u>PROVIDED BY</u>	<u>PER SHIFT</u>
Director	CIV	POL SPT/CCC	1*
Deputy Director	CIV	POL SPT/CCC	1*
Team Chief <u>1</u> /	06	POL SPT/CCC	1*

Table VII-3 (Cont'd)

ASST Team Chief <u>1</u> /	05/04	POL SPT/CCC	1*
Executive Officer <u>1</u> /	05/04	POL SPT/CCC	2*
Operations Officer <u>1</u> /	04/03	POL SPT/CCC	1*
Admin Staff <u>1</u> /	E7/E5	POL SPT/CCC	2*
PROD & LOG	CIV/OFF	USD/A&T	1*
Comptroller <u>2</u> /	CIV/OFF	Comptroller	1
Health Affairs	CIV/OFF	ASD/HA	1*
Strategy & Requirements	CIV/OFF	ASD/S&R	1*
Intl Security Affairs	CIV/OFF	ASD/ISA	1*
Intl Security Policy	CIV/OFF	ASD/ISP	1*
Legislative Affairs	CIV/OFF	ASD/LA	1
Manpower and Mobility	CIV/OFF	ASD/P&R	1*
Reserve Affairs	OFF	ASD/RA	1*
Public Affairs	CIV/OFF	ATSD/PA	1*
Joint Combat Camera	OFF	ATSD/PA	1
Legal Advisor	CIV/OFF	General Counsel	1
Atomic Energy	CIV/OFF	ASTD/AE	1
C3I REP	CIV/OFF	ASD/C3I	1*
SO/LIC REP	CIV/OFF	ASD(SO/LIC)	1*
Joint Staff Liaison <u>3</u> /	04/05/06	Joint Staff	1*
Sec Army REP	OFF/CIV	Dept. Army	1
Sec Navy REP	OFF/CIV	Dept. Navy	1
Sec Air Force REP	OFF/CIV	Dept. Air Force	1
Security Assistance	CIV/OFF	Director, DSSA	1
DLA Liaison <u>4</u> /	CIV/OFF	Director, DLA	1
DIA Liaison <u>5</u> /	CIV/OFF	DIA/Policy Support	1
Joint Staff Ops Briefer	04/05	Joint Staff	1
Intell Briefer	CIV/OFF	DIA/Policy Support	1
DISA <u>6</u> /	OFF/CIV	Director, DISA	1
DMA	OFF/CIV	Director, DMA	1
FEMA <u>7</u> /	CIV	Director, FEMA	1
State Department <u>8</u> /	CIV	Dept of State	1
Technical Staff Support	OFF/ENL	AFPCA/GNO	1*

\* Indicates initial 24-hour presence in CCC required

- 1/ Positions are filled by Reserve Individual Mobilization Augmentees (IMAs) trained in CCC procedures.
- 2/ OASD(COMPTROLLER) will be the principal point of contact for most budget and fiscal matters involving congressional, legislative, and executive approval. J•8 will work with the COMPTROLLER on matters relating to force structure, resource and assessment.
- 3/ Joint Staff Liaison Officer (LO) will advise CCG representatives and CCC staff on Joint Staff crisis



procedures; take an active role in prioritizing, formulating, and formatting requests to and responses from CSP elements; provide advice on and assist in expediting coordination by identifying appropriate CSP elements that should be contacted; and advise CSP elements of the nature and status of CCC actions. LOs will be provided rotationally by J•1, J•5, J•7 and J•8.

- 4/ The DLA representative(s) will be DLA LOs who will be located principally in the J•4 (LRC), but will maintain liaison with the CCG.
- 5/ DIA representative(s) will be located as required by the EOP staffing requirements, but will maintain liaison with the CCG with or without an additional full•time representative in the CCG.
- 6/ DISA representative(s) will be located within the CCC and provide liaison to the J•6 Directorate Response Cell without an additional full•time representative.
- 7/ FEMA represents other Federal civil agencies and passes or receives information to and from them or requests their representation in the CCG as necessary.
- 8/ The Department of State (DOS) is collocated with OSD International Security Affairs (ISA) and International Security Policy (ISP) representatives in the CCC and works with DOS Task Force (TF) and Joint Staff CAT on resolving interagency issues.

2. Functions. The CCC Staff:

a. Ensures all actions coming to OSD from the Joint Staff or other departments and agencies are properly tasked to the CCG representatives, and that tasks are tracked until fully coordinated and implemented. The staff also serves as the locus for information during a crisis and is responsible for ensuring that those responsible for making decisions are kept fully informed through information briefings and situation update memorandums.

b. Provides for the timely exchange of information between OSD and other organizations, including the Chairman of the Joint Chiefs of Staff.

3. Responsibilities

a. CCG Representatives:

- (1) Represent their respective offices and agencies.
- (2) Provide points of contact for coordination and collaboration in the development of staff actions.
- (3) Provide experts, when necessary, to assist in developing staff actions.
- (4) Keep the Joint Staff informed of appropriate matters under consideration by their respective offices and agencies.
- (5) Remain current in the actions being worked that impact on their organizations.
- (6) Keep the CCC staff informed of actions being worked so they can keep the Joint Staff CAT informed.

b. The Director, CCC, supported by the Team Chief and Executive Officers, is responsible for the operation of the CCC and for the interaction among the offices and agencies represented in the CCC. In the case of relocation, the Director, CCC, with the CCC staff, relocates to the alternate site to support the CCG. Responsibilities of the Director, CCC, include:

- (1) Determining the necessary representation of the CCC and CCG and establishing operating procedures for optimum use of resources.
- (2) Ensuring OSD coordination and collaboration on matters of concern to OSD, including Defense agencies on those matters for which Defense agencies report to OSD elements, and actions that are to be worked between the Department of Defense and the Department of State.
- (3) Serving as the principal representative to OpsDeps.
- (4) Ensuring that OSD representatives become involved early in the staffing process and are ready to assist the Joint Staff and the Services in formulating options and recommendations. In the case of actions involving more than one representative, the Director, CCC, is responsible for obtaining the collective or independent views of all interested representatives and ensuring a fully coordinated staff action.

c. The FEMA Representative:

- (1) Serves as the coordinator for civil agencies on matters concerning civil emergency preparedness plans and actions.
- (2) Provides liaison and coordination with executive branch agencies and other Government offices and agencies not represented. If requirements develop for the services of specialized personnel from other Federal agencies, the FEMA representative will make arrangements for their availability.
- (3) Serves as the point of contact for military inquiries concerning nonmilitary actions, capabilities, and procedures.
- (4) Presents or arranges for briefings on nonmilitary matters that may be of interest to the Department of Defense.
- (5) Provides advice and information as requested by the Department of Defense.
- (6) Forwards to appropriate civil departments and agencies issues and questions that may require nonmilitary policy decisions or staff action.
- (7) Expedites the response to requests for nonmilitary policy decisions and staff actions to the DOD requester.
- (8) Monitors crisis actions and keeps nonmilitary departments and agencies informed.
- (9) Obtains representation from nonmilitary organizations as the situation requires.
- (10) Represents the nonmilitary elements of Government at appropriate emergency conferences conducted by the Chairman of the Joint Chiefs of Staff.

d. The Department of State Representative:

- (1) Serves as the coordinator for politico•military matters involving the Joint Staff, Department of Defense, and Department of State.
- (2) Serves as the point of contact for inquiries concerning diplomatic actions of interest to the Joint Staff and Department of Defense.

- (3) Provides or arranges for briefings on international political developments.
- (4) Expedites responses to requests for DOS action.

## SECTION 5

### RESIDUAL CAPABILITY ASSESSMENT TEAM

#### 1. Organization

a. The Residual Capability Assessment Team (RECAT) consists of representatives from the Joint Staff, Services, DOD agencies, and FEMA.

b. The Military Services, as resource managers, are requested to designate LOs to the RECAT for mutual exchange of residual operational and resource capability information and to ensure comprehensive Residual Capability (RECA) briefings to the NCA and the CJCS.

c. FEMA develops and operates systems for assessing civil damage and residual capability and is the point of contact with Federal, State, and local governments. The Director, FEMA, provides the NCA assessments of US nonmilitary residual resource capabilities that may be required in conjunction with redirection, recovery, and reconstitution of the nation in a postattack situation.

d. The members of the RECAT (Table VII•4) will be knowledgeable in the areas of RECA requirements and procedures and will be responsible for coordinating RECA information in their areas of responsibility. The senior RECAT representative relocated to Site R will function as the RECAT Chief and be directly responsible to the COPG.

e. The National Coordinating Center (NCC) for Telecommunications of the National Communications System has been charged with monitoring the status of the Public Switched Network on behalf of the Federal Communications Commission. The NCC should be contacted to obtain the assessments of damage to the nations's telecommunications infrastructure and status of residual capability.

f. Appropriate OT members will be prepared to perform the RECA function to the extent of capabilities in airborne or ground mobile units of the NMCS.

#### 2. Mission. The RECAT provides information designed to:

a. Determine the residual potential of the United States to wage war following a nuclear attack.

b. Support the NCA decision making process related to the strategic direction of forces and the allocation of supporting resources.

c. Support planning for national, military, and civil recovery and reconstitution.

3. Functions. The RECAT will be activated and deployed to the relocation site (RS) when directed by the Director, Joint Staff, normally upon declaring higher DEFCONs or implementation of the EOP to perform the following:

a. Support NCA and CJCS information requirements related to the residual capabilities of US forces and resources in event of a nuclear attack on the United States.

b. Act as the single focal point for coordination and correlation of RECA information.

c. Present overview briefings on residual resources as required by NCA and the Chairman of the Joint Chiefs of Staff.

d. Task or request from appropriate Joint Staff, Service, or DOD and Federal agencies for in-depth analysis of residual operational and resource capability information.

e. Receive, validate, and assign priorities to Continental US Airborne Resources for Damage Assessment (CARDA) requests for the Chairman of the Joint Chiefs of Staff.

4. Responsibilities

a. RECAT representatives will be responsible for:

(1) Identifying RECA information requirements in their respective areas required to support residual capability assessment briefings to the NCA or the Chairman of the Joint Chiefs of Staff.

(2) Providing liaison and coordinating RECA information requirements with the appropriate staff or Service activity.

(3) Assembling RECA briefing material in their areas of responsibility.

b. The RS officer who is assigned as the RECAT Team Chief will be responsible for the readiness of spaces, support materials, and communications equipment for use when the RECAT is constituted.

c. FEMA will, when required, be requested to designate representatives to the RECAT to gather residual capability assessment information that may be of concern to the Chairman of the Joint Chiefs of Staff from nonmilitary departments and agencies. The representatives will coordinate, prepare, and present this information to the CJCS decision makers. The FEMA RECAT representative will keep the civil agencies informed of military assessments that may affect nonmilitary elements.

Table VII•4. Residual Capability Assessment Team Organization

<u>Organization</u>	<u>Personnel Per Shift</u>
J•3	1
J•4 <u>1</u> /	1
J•1 <u>2</u> /	1
J•6	1
DISA	1
DIA <u>3</u> /	1
DLA <u>4</u> /	1
DNA <u>3</u> / <u>5</u> /	1
DMA <u>3</u> /	1
NSA/CSS <u>3</u> /	1
US Army <u>3</u> /	1
USN <u>3</u> /	1
US Air Force <u>3</u> /	1
US Marine Corps <u>3</u> /	1
DISA/DISO (ADP Terminal Operator)	4
TOTAL PERSONNEL	18

- 1/ LOs will be provided by the LRC Team Chief.
- 2/ J•1 representatives will be designated by name and be on call through their response cell.
- 3/ Provide LOs as needed. NSA/CSS LO provided after initial notification to NSA's NMCC Representative, who is located in the NMJIC Alert Center, and following consultation with the NSA/CSS Representative Defense. Service representatives as deemed appropriate by each Service.

- 4/ Provided from DLA resources in the LRC.
- 5/ Nuclear weapons information will be obtained from DNA representative to NOG.



## SECTION 6

### SPACE RESPONSE CELL

1. Organization and Functions. The Space Response Cell (SRC) can be formed by J•3 when a developing or minor crisis emerges and US, Allied or foreign (military, civil, or commercial) space systems may be actively involved. When directed, this team will convene and maintain a current assessment of US, Allied and foreign space resources. The cell will support the J•3 and OPG on a 24•hour•a•day basis or on call as required. The team will be staffed with personnel knowledgeable of space systems management and will coordinate actions on problems or issues that arise during the crisis.

a. The SRC is organized and administered by the Director, J•3. Table VII•5 depicts the basic structure of the team; however, team size and composition may vary contingent upon the nature of the crisis. Representatives from the J•3, Defense and Space Operations Division (DSOD), provide the nucleus of the SRC. As the magnitude of the crisis expands, additional personnel from other staff and Service elements may be drawn upon to enhance the SRC support capability.

b. The agencies supporting the SRC will predesignate their SRC representatives by name to the DDO (Current Readiness and Capabilities). Staffing will be provided by augmentees from agencies in Table VII•5 as follows:

(1) Director J•6: Three officers experienced in space systems operations.

(2) DIA: Three all•source collection operations officers experienced in multi•discipline space systems operations and a representative from the National Reconnaissance Office.

(3) Each Military Service: Three officers experienced in space systems operations. (NOTE: US Army, US Navy, and US Marine Corps augmentees may be provided as deemed appropriate by Chief of Staff, US Army; Chief of Naval Operations; and Commandant of the Marine Corps, respectively.)

c. The SRC team members will be working as AOs reporting to the SRC Team Chief. To ensure team effectiveness, all personnel assigned to the SRC must have SI/TK access.

d. The SRC Team Chief will support the Director, J•3, and report through the OPG. Depending on the urgency of the situation, the SRC Team Chief may be required to report to the OpsDeps or directly to the Chairman of the Joint Chiefs of Staff.

## 2. Responsibilities

a. Maintain the status of US and allied space resources in support of NCA decision making.

b. Assess the impact of space systems degradation as it affects US military capabilities.

c. Recommend items for consideration by the OPG, the J•3, and the OpsDeps for presentation to the Chairman of the Joint Chiefs of Staff.

d. Respond to directives of the Director, Joint Staff, the COPG, or other authority as appropriate.

e. Ensure CINCs are informed of actions and events affecting space resources in their areas of responsibility.

f. Coordinate with unified commands, Services, CCG, and agencies as required to process assigned actions.

g. Provide for continuous staffing support to coordinate, initiate, and/or complete assigned staff actions.

Table VII•5. Space Response Cell Organization

<u>Position</u>	<u>Grade</u>	<u>Responsible Agency</u>	<u>Personnel Per Shift</u>
Team Chief	O•5/O•6	J•3	1
Action Officer	O•4/O•5	J•3	1
Action Officer	O•4/O•5	J•6	1
Action Officer <u>1</u> /	O•4/O•5	J•8	1
Action Officer	O•4/O•5	NRO	1
Action Officer	O•4/O•5	DIA <u>2</u> /	1
Action Officer <u>3</u> /	O•4/O•5	US Army	1
Action Officer	O•4/O•5	USAF	1
Action Officer <u>3</u> /	O•4/O•5	USN	1
Action Officer <u>3</u> /	O•4/O•5	USMC	1
Administrative Support	Enl/NCO/Civ	J•3	1
Total Personnel			11

- 1/ Action Officer should come from J•8, System Program Evaluation Division.
- 2/ DIA (CCF) collection officer will coordinate with J•3, Reconnaissance Branch, and provide support to NOG.
- 3/ US Army, USN, and USMC augmentees may be provided as deemed appropriate by the Chief of Staff, US Army; Chief of Naval Operations; and Commandant of the Marine Corps, respectively.

## SECTION 7

### PUBLIC AFFAIRS RESPONSE CELL

1. Introduction. The Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)) is responsible for developing DOD public affairs policy. ATSD(PA), in coordination with the Chairman of the Joint Chiefs of Staff, provides the NCA with assessments of courses of action necessary for PA support of operational matters and provides recommendations for their implementation.

#### 2. Organization

a. The Public Affairs Response Cell (PARC) will consist of representatives from the Joint Staff and the Services; one PA representative from the supported CINC's PA staff, if desired by the CINC; and a liaison officer from ATSD(PA).

b. The Military Services are requested to assign AOs to the PARC to provide a mutual exchange of information and ensure that coordinated PA guidance is rapidly provided to all US military forces.

c. PARC members (Table VII•6) will be knowledgeable of PA policies and procedures. The Joint Staff PA Officer will function as the PARC Chief. The cell will be directly responsible to the Director, Joint Staff, and will support the CAT/OPG as appropriate.

d. The formation of the PARC may not be feasible in certain austere staffing circumstances, such as aboard NAOC. As appropriate, OT members of NAOC will be prepared to perform the PA function to the extent feasible and desired by command authorities.

e. The Joint Staff PA Officer will be responsible for the readiness of workspace, support materials, and communications equipment when the PARC is constituted at RS.

3. Mission. The PARC will directly support ATSD(PA) and conduct a comprehensive PA program designed to keep the American public informed concerning crisis military actions. In doing so, the PARC also will provide ATSD(PA) with information for planning and implementing international, national, military, and civil PA programs and for allocating supporting resources in CONUS or through the unified commands overseas.

4. Responsibilities. The PARC, when activated by the Director, Joint Staff, will be the office of primary responsibility for all PA actions within the Joint Staff and will provide the Chairman of the Joint Chiefs of Staff and ATSD(PA) with information and recommendations on significant PA matters in support of mission requirements.

5. Functions. The PARC will perform the following functions:

a. Ensure PA planning and response are accomplished through liaison and in coordination with ATSD(PA), the unified commands, and with the Interagency Committee for Public Affairs Emergencies (ICPAE) headed by the White House Press Secretary and on which the ATSD(PA) or his delegate sits.

b. Develop and recommend to ATSD(PA) initial press guidance for supported and supporting CINCs and the Services.

c. Ensure the supported CINC has considered the following planning factors in formulating the overall recommended PA guidance:

(1) Overall PA policy, active or passive.

(2) Initial news release or response to query, with supporting questions and answers.

(3) Plans for troop and family information, Armed Forces Radio and Television Service needs, security review procedures, daily unclassified operations summary and media briefing, audiovisual documentation, community relations, Joint Information Bureau (JIB) establishment, and PA field communications needs.

(4) Recommendations concerning media access to the area of operations, media pool considerations, media ground rules and guidelines, intratheater and intertheater media transportation, media accreditation, and other media support arrangements.

(5) Public affairs personnel and equipment augmentation, including JIB requirements.

(6) Liaison with PSYOP at each level of command (PSYOP is not a PA function; no PA office assets will be used for PSYOP.)

d. Review and evaluate proposed crisis PA plans of the CINCs and make appropriate recommendations to ATSD(PA).

- e. Concurrent with commencement of operational planning, notify the ATSD(PA) of an impending military exercise, operation, or contingency that ultimately may require activation of the PARC. At the direction of the Director, Joint Staff, activating the PARC will normally occur concurrently with the execute order, if not before.
- f. Provide information for PA and media briefings as required.
- g. Task or request appropriate Joint Staff directorates to assist in supporting PA requirements.
- h. Receive, validate, and assign priorities to requests for PA taskings and resources.
- i. Within the NMCS, coordinate on significant operational changes or actions to ensure that PA aspects are considered and coordinated with appropriate staff elements.
- j. Work with the supported CINC to ensure that an advance PA team is dispatched to the area of operations as soon as possible.
- k. Coordinate with ATSD(PA) to provide DOS or other agency representatives to JIB, if required.
- l. If the supported CINC desires, arrange for the CINC's PA representative to join the PARC.
- m. Review and make recommendations to the ASTD(PA) concerning response to media violations of ground rules and guidelines.
- n. Facilitate media pool planning.
- o. As requested, assist supported CINC in augmenting equipment and personnel.
- p. Ensure an initial after-action report on PA matters is assembled and that inputs are received from all supporting agencies.

Table VII•6. Public Affairs Response Cell Organization

<u>Organization</u>	<u>Personnel Per shift</u>
Joint Staff PA <u>1</u> /	1
ATSD(PA) Liaison Officer(s) <u>2</u> /	1
USA PA <u>3</u> /	1
USN PA <u>3</u> /	1
USAF PA <u>3</u> /	1
USMC PA <u>3</u> /	1
PA Rep of supported CINC, if desired <u>4</u> /	1
Clerk Typist (JS MilSecs) <u>5</u> /	1
Joint Staff Reps <u>6</u> /	1
TOTAL PERSONNEL	9

- 1/ The Joint Staff PA Officer will be the PARC Chief; in his absence, his assistant will be Acting Chief. The cell will normally operate on a 24•hour basis.
- 2/ ATSD(PA) has the option of sending more than 1 liaison officer per shift.
- 3/ The Services will provide representatives as they deem appropriate.
- 4/ The supported CINC has the option of providing a PA representative from his own staff.
- 5/ The clerk•typist can be enlisted or civilian. MilSecs, on a rotational basis, will provide at least 1 typist immediately upon cell activation. Because of personnel constraints during EOP, all directorates may be tasked, on a rotation basis, to provide the cell with 24•hour typing service.
- 6/ The PARC will be assisted in obtaining information briefings on a real•time basis from all staff directorates and other response cells, as required. Requirements from the response cells will be worked through the CAT Team Chief or Deputy Team Chief.

## SECTION 8

### CONTINUITY OF OPERATIONS PLAN RESPONSE CELL

1. General. The COOP Response Cell (CRC) will plan and prepare for crisis-related events to provide to the Chairman of the Joint Chiefs of Staff with information and recommendations to ensure continuity of operations.

2. Concept

a. In the event of, or if indications point to the possibility of a military attack, natural disaster, technological emergency, or other emergency that seriously degrades the national security of the U.S., the Director, J-3, may activate the CRC as required. The CRC serves as the Joint Staff element responsible for coordinating actions and initiating recommendations pertaining to dispersing and relocating principals and crisis staffing personnel to ensure CJCS and Joint Staff continuity of operations. When directed, this cell will convene and support the J-3, CAT, or OPG on a 24-hour-a-day basis, as needed. The team will be staffed with personnel knowledgeable of continuity of operation plans and decisions and procedures necessary to implement the COOP-CJCS.

b. The CRC is organized and administered by the DDO (Current Operations) and responds to J-3, CAT, or OPG direction. Team size and composition may vary contingent upon the level of the crisis. The NMCS Operations Division, J-3, and other agency representatives will form the nucleus of the CRC.

3. Procedures

a. The DDO (Current Operations), will:

(1) Recommend formation of the CRC to the Director, J-3.

(2) Identify a Response Cell Chief and determine and request representation from other agencies and directorates, as required.

b. The Chief, CRC, will:

(1) Recommend the composition of the CRC.



(2) Direct activities of the response cell members to include tasking, coordination, and action approval.

(3) Notify the DDO (NMCC), VCCAT and/or VCOPG, and Chief, CSA, when the cell is formed and where it's located.

(4) Coordinate COOP activities with the DDO (NMCC); DDO (Current Operations); Director, J•3; and CAT or OPG, as appropriate.

(5) Coordinate with the CSR personnel for up•to•date, crisis•related information.

(6) Coordinate as required with OSD and Defense and civil agencies to permit staffing of required actions.

(7) Establish and maintain continuity with the NMCS alternate command centers and CINCs, as required.

(8) Consider and make recommendations based on the readiness and relocation options presented in reference a.

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GLOSSARY

ADDO	Assistant Deputy Director for Operations
ADP	automated data processing
ANMCC	Alternate National Military Command Center
AO	action officer
AOBC	action officer briefing console
ATO	analyst/terminal officer
CAC	Current Actions Center
CAT	Crisis Action Team
CAT-AO	Crisis Action Team-Action Officers
CAT-LO	Crisis Action Team-Liaison Officers
CCC	Crisis Coordination Center (OSD)
CCD	Command and Control Division
CCG	Crisis Coordination Group (OSD)
CCPDS	Command Center Processing and Display System
CINC	commander of a combatant command
CMAS	Crisis Management ADP System
CMR	Crisis Management Room
CMT	Conference Management Table
COOP	Continuity of Operations Plan
CRC	COOP Response Cell
CSA	current situation area
CSOD	Command Systems Operations Division
CSP	Crisis Staffing Procedures
CSR	Current Situation Room
CT/SO	Counterterrorism/special operations
CWO	communications watch officer
DDO	Deputy Director for Operations
DIA	Defense Intelligence Agency
DICO	data information and coordination office
DISA	Defense Information Systems Agency
DISIDS	display and information distribution system
DLA	Defense Logistic Agency
DOD	Department of Defense
DOS	Department of State
DSC	direct support cell (JSSO)
DVCCAT	Deputy Vice Chairman, Crisis Action Team
EA	emergency actions
EAM	emergency actions message
ECR	Emergency Conference Room
EOP	Emergency Operating Procedures
ESD	Environmental Services Division

ICPEA	Interagency Committee for Public Affairs Emergencies
IEMATS	improved emergency message automatic transmission system
ISO	Information Systems Officer
JEEP	Joint Emergency Evacuation Plan
JOAC	Joint Opsec Analysis Center
JMPAB	Joint Materials Priorities and Allocation Board
JSSO	Joint Systems Support Office
JSAN	Joint Staff Automation for the Nineties
JTB	Joint Transportation Board
LO	liaison officer
LRC	Logistics Readiness Center
LSWD	large screen wall display
MLP	multi-line phone
MILSEC	military secretary
NAOC	National Airborne Operations Center
NCA	National Command Authorities
NCO	noncommissioned officer
NMCC	National Military Command Center
NMCC OT	National Military Command Center Operations Team
NMCS	National Military Command System
NOSD	NMCC Operations and Systems Division
NMJIC	National Military Joint Intelligence Center
NOG	Nuclear Operations Group
NPC	Nuclear Policy Cell (OSD)
NWSG	Nuclear Warfare Status Group
ODCR	Operations Deputies Conference Room
OPLANS	operations plans
OPG	Operations Planners Group
OPSEC	operations security
OSD	Office of The Secretary of Defense
PCD	Psychological Operations and Civil Affairs Division
RECAT	Residual Capabilities Assessment Team
RM&R Br	Records Management and Retention Branch
ROD	Reconnaissance Operations Division
ROE	rules of engagement
SDU	Slave Display Unit
SITREP	situation report
SOA	status of actions
SOD	Special Operations Division
SOO	Senior Operations Officer
SPLTS	special private line telephone system

SRC	Space Response Cell
STOD	Special Technical Operations Division
SVTS	secure video teleconferencing system
VCCAT	Vice Chairman, Crisis Action Team
VCOPG	Vice Chairman, Operations Planners Group
VRF	Video Recording Facility
WHSR	White House Situation Room
WIN	WWMCS Intercomputer Network
WIND	WIN Director
WSO	WIN Support Officer
WWMCCS	Worldwide Military Command and Control System
XO	executive officer

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